

**City of Bend
Emergency Operations Plan**

PUBLIC RECORDS EXEMPTION

Most of the City of Bend Emergency Operations Plan is a public record subject to public inspection and copying. However, the following sections are exempt from public disclosure under ORS 192.501(18), 192.501(23), 192.502(2) and/or 192.502(3).

Introduction. Emergency Call List
Personnel Information

Section 5. Action Checklists

Section 6. Hazard Checklists

Those sections are not to be made available or accessible to the public.

City of Bend
Emergency Operations Plan

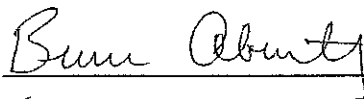
PROMULGATION LETTER

Government at all levels has the responsibility to plan for and respond to emergencies resulting from hazards which are known to threaten the jurisdiction. In view of this fact, the City of Bend has developed this Emergency Operations Plan to provide overall planning and coordination for emergencies. The Emergency Preparedness Coordinator works with the City Manager's Office with duties further delegated to Department Directors and Incident Management Teams.

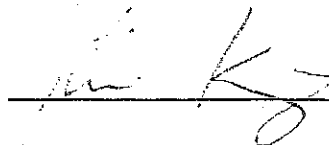
Emergencies may require the City to operate in a manner different from day-to-day routines, and has the potential to over-extend City resources. The Emergency Operations Plan provides specific guidance to City Departments during emergencies. The Plan will also serve as an indicator of City capability; if the City is unable to provide adequate coverage for a particular resource or potential hazard, alternate sources or contingency plans shall be developed within political and budgetary constraints.

The accomplishment of emergency management goals and objectives depends on staff development and familiarization with emergency responsibilities. It is hereby directed that this plan be reviewed by all City Department Directors prior to July 1, annually, or as indicated through Plan activation or exercise. Thorough familiarity with this plan will result in the efficient execution of emergency responsibilities and in better service to the citizens of Bend.

The City, any agent of the City or emergency service worker engaged in any emergency services activity shall not, except in cases of willful misconduct, gross negligence or bad faith, be liable for the death or injury of any person, or damage or loss of property, as a result of that activity, ORS 401.515.



Mayor



City Manager

7-25-08

Date

7-28-08

Date

Distribution List

The following will received copies of this plan:

COPY #	ORGANIZATION	INDIVIDUAL RECEIVING COPY	Electronic Version
1	COB Administration	City Manager	
3		Assistant to the City Manager/Emergency Prep Coord.	
4		Human Resources Manager	X
5		Communications Manager	
6		Information Technology Manager	X
7		Finance Manager	
8		City Attorney	
9		Mayor	
10		Accessibility Manager	
11	COB Fire	Fire Chief	
12		Fire Operations Chief	
13		Fire Emergency Management Systems (EMS) Chief	
14		Fire Battalion Chiefs Office	
15		Fire Training Office	
16	COB Police	Chief of Police	
17		Watch Commander	
18		Sgt. Office	
19		Library	
20		Captain Patrol	
21		Captain Support	
22		Captain Training	
23	COB Public Works	Public Works Director	
24		Risk Manager	
25		Streets Division Manager	
26		Transportation Division Manager	
27		Garage Division Manager	
28		Water Reclamation Division Manager	
29		Water Division Manager	
30		Emergency Preparedness Coordinator	
31	Deschutes County	MAC Center	X
32	St Charles Medical Center	Emergency Preparedness Coordinator	X
33	Red Cross	Central Oregon Preparedness	X
34	COB EOC	Emergency Operations Center	Back-up
35	COB Building Division	Building Official	

City of Bend Emergency Operations Plan

Organization/Position	Name	Office	Pager	Cell	Home
City of Bend (COB) Administration					
Mayor	Kathie Eckman			(541) 815-3311	(541) 382-8204
Mayor Pro Tem	Mark Capell	(541) 330-0555			(541) 330-1964
Councilor	Tom Greene	(541) 312-6905			(541) 312-6905
Councilor	Jim Clinton	(541) 383-0568			
Councilor	Jeff Eager	(541) 322-0404		(541) 815-4730	(541) 815-4730
Councilor	Jodie Barram			(541) 408-5099	
Councilor	Oran Teater	(541) 312-6516		(541) 633-3895	(541) 389-1703
City Manager	Eric King	(541) 693-2165		(503) 780-0866	(541) 388-6837
Emergency Preparedness Coordinator	Courtney Kleinert	(541) 693-2154		(541) 419-9617	(541) 760-6347
City Recorder	Patty Stell	(541) 388-5517		(541) 410-1217	(541) 388-1325
Communications Director	Justin Finestone				
Finance Director	Sonia Andrews	(541) 312-4902		(541) 420-7934	(541) 318-6025
Finance	Jean Pedelty				
Human Resources Director	Janice Grady	(541) 388-5502		(541) 350-8212	(541) 389-7633
Information Technology Director	Steve Meyers	(541) 388-5512		(541) 410-1800	(541) 330-4076
Information Technology Assistant Director	Bob Bussabarger	(541) 322-6390	(541) 693-7251	(541) 280-2179	(541) 318-7681
Administrative Assistant to the City Manager	Kim Meyers	(541) 693-2161		(541) 610-2559	(541) 330-4076
Community Development Director	Mel Oberst	(541) 330-4017		(541) 419-5405	(541) 322-8705
Building Official	Robert Mathias	(541) 330-4010		(541) 771-9036	
COB Fire Department					
Fire Chief	Larry Huhn	(541) 322-6311	(541) 693-6264	(541) 419-7311	(541) 382-0989
Deputy Chief - Operations	Doug Koellermeier	(541) 322-6315	(541) 693-6276	(541) 419-7315	(541) 388-4685
Deputy Chief - Logistics	Jeff Bontemps	(541) 322-6311	(541) 693-6323	(541) 419-7311	
Deputy Chief - Fire Marshal	Gary Marshall	(541) 322-6308		(541) 408-2935	
Battalion Chief	On Duty shift Commander	(541) 322-6312	County 911	(541) 419-7312	
COB Police Department					
Chief	Sandi Baxter	(541) 322-2970		(541) 280-1321	(541) 385-6996
Captain	Cory Darling	(541) 322-2987		(541) 419-9098	(541) 389-1361
Captain	Jim Porter	(541) 312-7990		(541) 610-5898	(541) 382-9276
Watch Commander	Watch Commander	(541) 312-7976			
Dispatch	Dispatch	(541) 388-0170			
COB Public Works Department					
PW Director	Paul Rheault	(541) 317-3006	(541) 693-7235	(541) 408-2362	(541) 504-5301
Assistant PW Director/City Engineer	Tom Hickmann	(541) 317-3029	(541) 693-7213	(541) 408-0907	(541) 385-9112
Street Div Manager	Hardy Hanson	(541) 317-3015		(541) 280-7657	(541) 306-1309
Street Div Asst	Virgil Breedon	(541) 317-3035		(541) 410-9850	(541) 385-0396
Street Div Asst	Mike Linkof	(541) 317-3033		(541) 408-7926	(541) 382-1607
Street Div Asst	Kevin Ramsey	(541) 317-3036		(541) 419-1344	(541) 815-0305
	DUTY - Streets			(541) 480-9869	
OS III Streets	Diane Canaday	(541) 317-3004		(541) 410-6595	(541) 312-5373
Water Div Manager	Terry Burks	(541) 317-3012		(541) 280-3663	
	Duty- Water	(541) 480-7419	(541) 693-7241	(541) 480-7419	(541) 693-7241
WW Manager	Paul Roy	(541) 322-6334		(541) 480-6528	
	Duty-Collections		(541) 693-7253	(541) 419-0012	
	Duty-Plant		(541) 693-7242	(541) 480-7418	

City of Bend Emergency Operations Plan

ORGANIZATION/POSITION	NAME	OFFICE	PAGER	CELL	HOME
DESCHUTES COUNTY					
ADMINISTRATION	DAVE KANNER	388-6565		647-7892	318-8595
COMMISSIONER	ALAN UNGER	388-6569		419-0556	548-5282
COMMISSIONER	TAMMY BANEY	388-6567		419-2233	383-2579
COMMISSIONER	DENNIS LUKE	388-6568		480-7616	389-5877
Commissioners & Administration	ANNA JOHNSON	330-4640		280-5263	388-4219
SHERIFF	LARRY BLANTON	317-3118	693-6479	419-6625	382-4011
ADMINISTRATOR	DAVE KANNER	388-6565	944-8447	647-7892	318-8595
COUNTY COUNSEL	MARK PILLIOD	388-6625		788-2614	549-6179
DEPUTY COUNTY ADMINISTRATOR	ERIK KROPP	388-6584		550-8852	318-8637
TREASURER	MARTY WYNNE	388-6559			330-1260
HEALTH SERVICES DIRECTOR	SCOTT JOHNSON	322-7502		788-3486	788-3486
HEALTH DEPARTMENT - ALTERNATE	SHANNON DAMES	322-7410		848-7634	306-4223
HEALTH DEPARTMENT 24/7 EMERGENCIES	DAY TIME NUMBER	322-7418	- AFTER HOURS ANSWERING SERVICE 610-1037		
COUNTY CLERK	NANCY BLANKENSHIP	388-6544		480-7995	* 548-6976
EMERGENCY SERVICES MANAGER	DON WEBBER	617-3303	693-6556	410-3661	923-2524
INFORMATION TECH DIRECTOR	JOE SADONY	388-6530		604-6072	923-6653
FORESTER/MAC REPRESENTATIVE	JOSEPH STUTLER	322-7117		408-6132	312-3224
9-1-1 DIRECTOR	BECKY MCDONALD	388-0185 ext 2303		*420-2527	389-2986
RISK MANAGEMENT	ERIK KROPP	388-6584		848-0431	541-848-0431
ENVIRONMENTAL HEALTH	JOHN MASON*	388-6598		480-8936	383-3212
	DAN HALDEMAN	388-6562		419-2271	383-3819
	ROGER EVERETT	388-6564			923-3692
	TOM ANDERSON	385-1704		977-4489	383-2766
FAIR AND EXPO	DAN DESPOTOPULOS	548-2711		419-8178	312-3683
FAIR AND EXPO - ALTERNATE	KATHY HERRINGER	548-2711		410-2942	548-0423
CIRCUIT COURT	ERNIE MAZOROL	388-5300 X 2690		971-239-850	388-2963
WATER MASTER	KYLE GORMAN	541-388-6669		541-279-9093	388-1890
DESCHUTES COUNTY CHAPLAINS		OFFICE	PAGER	CELL	HOME
DCSO CHAPLAIN	JIM CROWLEY	541-322-2060	541-693-6507	541-410-6128	
DCSO CHAPLAIN	MIKE DISMORE	788-3364	693-6687	788-3364	
CISM TEAM					
COUNTY CISM TEAM COORD	MARK TAPSCOTT	541-385-8401		541-385-8401	541-385-8401
DESCHUTES COUNTY ROAD DEPARTMENT/SOLID WASTE PERSONNEL		OFFICE	PAGER	CELL	HOME
ROAD DEPT.	TOM BLUST	322-7105		419-2339	549-7431
SHOP MANAGER	DENNIS MORRIS	322-7125	388-8021	480-6162	388-4796
OPERATIONS MANAGER	ROGER OLSON	322-7120		480-1960	317-5064
SOLID WASTE	TIMM SCHIMKE	317-3177		480-0389	389-5402
ODOT		OFFICE	PAGER	CELL	HOME
District Manager	PAT CREEDICAN	388-6192X247		480-8861	382-9479
Asst: District Manager	DAVID NEYS	388-6192X245	385-4466	480-7282	388-4908
TMM (Manager) La Pine/Chemult/Silver Lk	SWEDE BARBER	536-8354		480-1449	536-1471
TMM (Manager) Bend/Brothers/Sisters	JOE HARMON	388-6301		410-3008	576-2588
TMM (Manager) Prineville/Madras/Mitchell	RICHARD FOLTZ	447-4357X222		480-9047	416-0203
TOS Incident Responder	DAVID MOYER	388-6220	317-2049	480-4484	549-2270
ODOT 24 Hr Dispatch (Bend)		541-383-0121			
CITY OF BEND		OFFICE	PAGER	CELL	HOME
CITY ADMINISTRATION		388-5505			
CITY MANAGER	ERIC KING	693-2165		280-9743	388-6837
POLICE CHIEF	SANDI BAXTER	322-2977		280-1321	385-6996
FIRE CHIEF	LARRY HUHN	322-6310		419-7311	
PUBLIC WORKS	PAUL RHEAULT	317-3006		408-2362	504-5301
CITY OF REDMOND		OFFICE	PAGER	CELL	HOME
CITY HALL		923-7710			
CITY MANAGER- INTERIM	SHARON HARRIS	923-7738		771-4881	548-9620
POLICE CHIEF	RON ROBERTS	504-3401		*948-7905	526-1721
PUBLIC WORKS	CHRIS DOTY	504-2001	948-7906	*279-1134	923-8748
FIRE CHIEF	TIM MOOR	504-5014		480-8985	548-6165

City of Bend Emergency Operations Plan

CITY OF SISTERS		OFFICE	PAGER	CELL	HOME
CITY HALL		549-6022			
CITY ADMINISTRATOR	EILEEN STEIN	323-5205		480-9186	549-4404
DESCHUTES CO. SHERIFF'S OFFICE	TIM EDWARDS	388-6656		480-8487	549-8831
PUBLIC WORKS	BRAD GRIMM	323-5201		541-272-7507	541-272-7507
SUNRIVER SERVICE DISTRICT		OFFICE	PAGER	CELL	HOME
BOARD CHAIR	JIM COE	593-6309			
POLICE CHIEF	MIKE KENNEDY	593-1014			385-6287
FIRE CHIEF	ART HATCH	593-8622	693-6959	948-2363	548-6822
PUBLIC WORKS	MARK SMITH	593-2483		948-7201	
BLACK BUTTE RANCH COUNTY SERVICE DISTRICT		OFFICE	PAGER	CELL	HOME
FIRE CHIEF	DAN TUCKER	595-2288		948-7465	549-4430
POLICE CHIEF-INTRUM	DAVE HALL	595-2191		948-2048	549-1930
SCHOOL DISTRICTS		OFFICE	PAGER	CELL	HOME
BEND-LA PINE SCHOOL DISTRICT:					
SUPERINTENDENT	RON WILKINSON	383-6000		410-9447	
DEPUTY SUPERINTENDENT	JOHN REXFORD	383-6007		419-9271	382-2494
TRANSPORTATION - BEND	DENICE BLAKE	383-6100		771-8121	
TRANSPORTATION - LA PINE	DOTTIE CLARK	536-3222		977-3806	317-9882
EMERGENCY TRANSPORTATION	DENICE BLAKE	383-6100		771-8121	
MAINTENANCE	MIKE TILLER	383-6061		550-9431	
FOOD SERVICE	TERRY CASHMAN	383-6090		410-9839	617-8950
BUILDING USAGE	MIKE TILLER	383-6061		550-9431	
COMMUNICATIONS DIRECTOR	JULIANNE REPMAN	383-6002		788-6890	
REDMOND DISTRICT 2J: Listed in Order of Contact					
SUPERINTENDENT	*VICKIE FLEMING	923-5437		*977-6933	923-2433
CHIEF OPERATIONS OFFICER	DOUG SNYDER	923-5437			504-2849
PERSONNEL DIRECTOR	LYNN EVANS	923-5437			
MAINTENANCE MANAGER	J.B. DEMARIS	923-4894		480-0718	
TRANSPORTATION MANAGER	MARTY HOPPER	923-4891		410-8734	504-8201
FOOD SERVICES MANAGER	LIANE KAISER	923-5437			923-6827
FINANCIAL OFFICER	MOLLIE HULL	923-5437			
CURRICULUM DIRECTOR	BRIAN PUTNAM	923-5437			
SPECIAL EDUCATION DIRECTOR	MARTHA HINMAN	923-4868			382-3865
SISTERS DISTRICT 6:					
SUPERINTENDENT	TED THONSTAD	549-8521		480-4764	549-8667
MAINTENANCE	LELAND BLISS	549-8521		848-9268	382-5412
TRANSPORTATION	ANGIE GARDINIER	549-9681			549-0511
FIRE DISTRICT PERSONNEL		OFFICE	PAGER	CELL	HOME
DESCHUTES COUNTY RURAL FIRE DIST 2	CHIEF TIM MOOR	504-5014		480-8965	548-6165
LA PINE RURAL FIRE PROTECTION DIST.	CHIEF JIM GUSTAFSON	536-2935	693-6740	419-6580	536-2212
SISTERS FIRE PROTECTION DISTRICT	CHIEF TAY ROBERTSON	549-0771		480-0433	549-8655
BLACK BUTTE FIRE PROTECTION DISTRICT	CHIEF DAN TUCKER	595-2288			
CROOKED RIVER RANCH FIRE DEPT.	CHIEF LARRY LANGLEY	923-6776	693-6443		382-3182
CLOVERDALE RURAL FIRE DIST.	CHIEF CHUCK CABLE	548-4815	*693-6424	480-1093	923-1637
STATE FORESTRY - SISTERS	BEN DUDA	549-2731		480-6139	504-2659
US FOREST SERVICE	CALL CENTRAL OREGON INTERAGENCY DISPATCH				
CENTRAL OREGON INTERAGENCY DISPATCH	KELLY JERZYKOWSKI	416-6800 (AFTER HOURS ROLLS OVER TO PV PD DISPATCH)			
DESCHUTES COUNTY FIRE DEFENSE BOARD		OFFICE	PAGER	CELL	HOME
COUNTY FIRE CHIEF	ART HATCH			948-2363	548-6822
1ST ALTERNATE	CHIEF DOUG KOELLERMEIER			419-7315	388-4685
2ND ALTERNATE	CHIEF TIM MOOR			480-8965	548-6165
3RD ALTERNATE	CHIEF DAN TUCKER			480-3872	595-5629
4TH ALTERNATE	CHIEF TAY ROBERTSON			480-0433	549-8655
5TH ALTERNATE	LAPINE RFPD PENDING				
6TH ALTERNATE	CLOVERDALE RFPD PENDING				

City of Bend Emergency Operations Plan

M. ALL FACILITIES & RESOURCES		OFFICE	PAGER	CELL	HOME
ST. CHARLES MEDICAL CENTER/BEND	BEND	382-4321	24 HOUR #		
ST. CHARLES MEDICAL CENTER/REDMOND	REDMOND	548-8131	24 HOUR #		
PIONEER MEMORIAL HOSPITAL	PRINEVILLE	447-6254	24 HOUR #		
MOUNTAIN VIEW HOSPITAL	MADRAS	475-3882	24 HOUR #		
MOUNTAIN MEDICAL IMMEDIATE CARE	BEND	388-7799	AFTER HRS CALL ST. CHARLES		
AIRLIFE OF OREGON	BEND	385-6305	24 HOUR DISPATCH # 1-800-621-5433		
AAA ADVANCED AIR AMBULANCE	NATIONAL	1-800-633-3590	24 HOUR # (PATIENT TRANSFERS ONLY)		
MERCY FLIGHTS - AIR AMBULANCE	MEDFORD	1-800-903-9000	24 HOUR DISPATCH #		
SUPERIOR AIR CHARTER - AIR AMBULANCE	MEDFORD	1-800-793-1030	24 HOUR #		
SENIOR AND DISABLED SERVICES (V-POPS)		OFFICE	PAGER	CELL	HOME
CENTRAL OREGON COUNCIL IN AGENCY	STEVEN GUZAUSKIS	541-548-8817		541-508-8384	923-9509
DEPT OF HUMAN SERVICES	DENNIS CONLEY	541-693-8694		541-390-5100	
SENIORS AND PEOPLE W/ DISABILITIES					
MORTUARY SERVICES		OFFICE	PAGER	CELL	HOME
NISWONGER-REYNOLDS		382-2471	AFTER 5PM/ANSWERING SERVICE		
DESCHUTES MEMORIAL GARDENS		382-5592	AFTER 5PM/ANSWERING SERVICE		
BAIRD MEMORIAL CHAPEL		536-5104	AFTER 5PM/ANSWERING SERVICE		
REDMOND MEMORIAL CHAPEL		548-3219	AFTER 5PM/ANSWERING SERVICE		
TRANSPORTATION		OFFICE	PAGER	CELL	HOME
BEND/REDMOND CAB CO.		389-8090	24 HOUR #		
REDMOND TAXI		548-1182	24 HOUR #		
REDMOND AIRPORT SHUTTLE		382-1687	AFTER HOURS/385-0004		
SMILE SHUTTLE SERVICE		389-0423	24 HOUR #		
CITY OF BEND PUBLIC TRANSIT	HEATHER ORNELAS	317-3023		480-8954	389-2809
LAW ENFORCEMENT		OFFICE	PAGER	CELL	HOME
AIR EMERGENCY CALLS		9-1-1			
CITY OF BEND STATE POLICE	SGT. ERIC BROWN	388-6213 x 201	24 HOUR # 617-0617 (DISPATCH)		
BOMB DISPOSAL (CONTACT OSP)		617-0617	24 HOUR # (DISPATCH)		
DESCHUTES COUNTY SHERIFF		388-6655	AFTER HRS 9-1-1 DISPATCH/693-6911		
CITY OF BEND POLICE DEPT.		322-2960	AFTER HRS 9-1-1 DISPATCH/693-6911		
CITY OF REDMOND POLICE DEPT.		504-3400	AFTER HRS 9-1-1 DISPATCH/693-6911		
BLACK BUTTE POLICE DEPT.		595-2191	AFTER HRS 9-1-1 DISPATCH/693-6911		
SUNRIVER POLICE DEPT.		593-1014	AFTER HRS 9-1-1 DISPATCH/693-6911		
LODGING		OFFICE	PAGER	CELL	HOME
SEE AREA YELLOW PAGES					
UTILITIES			AFTER HOURS		
CENTRAL ELECTRIC COOPERATIVE, INC.	Alan Guggenheim	548-2144	24 HOUR #		
PACIFIC POWER		503-262-4949	24 HOUR #		
MIDSTATE ELECTRIC COOPERATIVE, INC.		536-2126	1-541-536-2165		
CASCADE NATURAL GAS	Susan Potje	382-6465	1-800-552-0615	USE 800 # FOR EMERG.	
FERRELL GAS		382-1161	1-800-847-0716	BOTH #'S 24 HOURS	
NORTHERN ENERGY INC.		548-7449/LOCAL #	1-800-683-0877	BOTH #'S 24 HOURS	
PG&E GAS TRANSMISSION - NORTHWEST		548-4110	1-800-447-8066	USE 800 # FOR EMERG.	
ADVANCED SYSTEMS PORTABLE RESTROOMS (MCDONALDS)		389-5646	24 HOUR #		
VOLUNTARY SERVICE ORGANIZATIONS		OFFICE	PAGER	CELL	HOME
OREGON STATE GRANGE	LEONARD LUTTRELL				923-1840
SALVATION ARMY		389-8888		815-1748	*382-6496
ST. VINCENT DE PAUL	CINDY PASKO	389-5117 OR 330-5023		350-0643	312-9713
COOPERATIVE DISASTER CHILD CARE	HELEN STONESIFER	410-635-8734	1-800-451-4407 EXT 5 - 24 HOUR #		509-223-3152
DISASTER CHILD CARE ALTERNATE CONTACT	SALLY SMITH	1-509-476-3332 (AT LIBRARY)			509-486-2565
AMERICAN RED CROSS	BOBBIE BOURNE	382-2142	*322-8513	408-0205	388-7350
FOR OTHER ORGANIZATIONS SEE ORVOD DIRECTORY LOCATED UNDER EMERGENCY MANAGEMENT OFFICE					

City of Bend Emergency Operations Plan

CONTROL, SHELTERS, STATE VETERINARIAN SERVICES		OFFICE	PAGER	CELL	HOME
CENTRAL OREGON ANIMAL CONTROL	BEND	693-6911	24HR 9-1-1 NON EMERGENCY #		
CENTRAL OR. PET EVACUATION TEAM (PET)	JAMIE KANSKI	923-0882		419-6850	548-6565
NATIONAL ANIMAL RESCUE (Noah's Wish)	JAMIE KANSKI	923-0882		419-6850	548-6565
HUMANE SOCIETY OF PRINEVILLE		447-7178	AFTER HOURS PRINEVILLE PD 447-8299		
HUMANE SOCIETY OF REDMOND	CHRIS BAUERSFIELD	923-0882		541-410-8172	447-6169
HUMANE SOCIETY OF CENTRAL OREGON	KAREN SZYMANSKI	382-3537		541-948-9382	
STATE VETERINARIAN	DON HANSEN	1-503-986-4680	24 HOUR # 1-503-510-0333		
FEDERAL VETERINARIAN	JOHN MUNRO	1-503-949-5931	24 HOUR #		
FLYING SERVICES		OFFICE	PAGER	CELL	HOME
AAA ADVANCED AIR AMBULANCE	NATIONAL	1-800-633-3590	24 HOUR # (PATIENT TRANSFER ONLY)		
FLIGHT SHOP, THE - BEND	JACK STEWART	388-0019	24 HOUR #		389-7544
J L AVIATION	TROUTDALE	1-503-249-2770	HELICOPTER/SEARCH & RESCUE - RECON		
MERCY FLIGHTS - AIR AMBULANCE	MEDFORD	1-800-903-9000	24 HOUR #		
MOBLEY AVIATION	MADRAS	475-6483			
SUN AIR -BEND	ROB BURKETT	312-8065	24 HOUR #		
SUNRIVER AIRPORT	TOM TOWELL	390-4601	24 HOUR #		
REDMOND FLIGHT CENTER	ED GILMORE	923-1355	24 HOUR # 480-0014		
SUPERIOR AIR CHARTER - TRANSPORT & AMB	MEDFORD	1-800-793-1030	24 HOUR #		
EQUIPMENT RENTAL COMPANIES		OFFICE	PAGER	CELL	HOME
US RENTALS		330-1100	24 HOUR #		
RSC (RENTAL SERVICE CORP)	BEND	388-1840	24 HOUR PAGING SYSTEM		
RSC (RENTAL SERVICE CORP)	REDMOND	923-0432	24 HOUR PAGING SYSTEM		
ROUND BUTTE SEED (SAND BAGS)	BEND	541-385-7001			
KNIFE RIVER (CEMENT TRUCK FOR SAND)	BEND	541-388-0445		480-2482	
HOOKER CREEK (READY MIX)	BEND	480-2839 JORDAN	385-5730 MIKE	480-8999	
KORPINE FACILITY	BEND	410-3218 TONY	480-4515 MIKE	408-2244 SEAN	480-6865 SCOTT
... E FACILITY	BEND	480-4515 MIKE	408-2244 SEAN		
TOWING SERVICES		OFFICE	PAGER	CELL	HOME
CONSOLIDATED TOWING, INC.	BEND	389-8080	24 HOUR #		
CRESCENT TOWING	CRESCENT	433-2277	24 HOUR #		
DAVIS TOWING	SISTERS	549-6811	24 HOUR #		
MARCUM'S TOWING	LA PINE/GILCHRIST	536-8330	24 HOUR #		
ROGERS TOWING	REDMOND	923-5401	1-800-923-5401	BOTH #'S 24 HOUR	
TRAC TOWING	BEND/REDMOND	317-8722	24 HOUR #		
SEE AREA YELLOW PAGES FOR ADDITIONAL COMPANIES					
FEDERAL AGENCIES		OFFICE	PAGER	CELL	HOME
ENVIRONMENTAL PROTECTION AGENCY	SEATTLE	1-800-424-2744			
US ARMY CORPS OF ENGINEERS	PORTLAND	1-503-808-4510 (PUBLIC AFFAIRS OFFICE 24 HOUR #)			
ASSOCIATION (FEMA)	SEATTLE	1-425-487-4600	24 HOUR #		
US DEPARTMENT OF ENERGY	RICHLAND	1-509-376-7411			
NATIONAL WEATHER SERVICE	PENDLETON	1-541-276-7832 - DUTY EXT 223 - FIRE WEATHER EXT 243			
NATIONAL WEATHER SERVICE	PENDLETON - "DIRECT DIAL" FOR THE DUTY FORECASTER: 541-276-4493				
ADMINISTRATION (NOAA)	PORTLAND	1-503-326-2340	24 HOUR #		
US NUCLEAR REGULATORY COMMISSION	MARYLAND	1-800-368-5642	24 HOUR # 301-816-5100		
US DEPARTMENT OF INTERIOR	PORTLAND	1-503-231-6702			
US FISH & WILDLIFE SERVICE	WILSONVILLE	1-503-682-6131	24 HOUR DISPATCH # 617-0617 (OSP)		
BUREAU OF ALCOHOL AND FIREARMS	WASHINGTON, DC	1-202-927-8810	24 HOUR # 202-927-7777		
FEDERAL AVIATION ADMINISTRATION	WASHINGTON, DC	1-202-267-3677	24 HOUR # 1-202-497-7352		

City of Bend Emergency Operations Plan

CORPS OF ENGINEERS		OFFICE	PAGER	CELL	HOME
PORTLAND DIST. OFFICE	LES MILLER	1-503-808-4400	24 HOUR # 1-503-702-0097		
ALTERNATE	JEFF HEPLER	1-503-808-4401	24 HOUR # 1-541-298-7505(CONTROL RM)		
OREGON NATIONAL GUARD		OFFICE	PAGER	CELL	HOME
OREGON NATIONAL GUARD HQ		383-0954			
	MAJ. AARON DECELLE	383-0954	24 HOUR # 1-503-932-6518		
BIAK TRAINING CENTER	LT. JAMES REJZEK	548-1649	24 HOUR # 1-541-905-9738		
ALTERNATE	DAVE DUNCAN	548-1649			
OTHER OREGON AGENCY RESOURCES		OFFICE	PAGER	CELL	HOME
OREGON EMERGENCY MGMT (VIA OR EMERGENCY RESPONSE-OERS)		1-800-452-0311	503-588-1378 (fax)	503-378-6377	
STATE HAZMAT AGENCIES:					
A. OREGON REGIONAL HAZARDOUS MATERIALS EMERGENCY RESPONSE TEAM.					
DESCHUTES COUNTY 9-1-1 FOR REDMOND HAZMAT TEAM.		9-1-1			
CALL FOR ALL HAZMAT INCIDENTS: (OERS)		1-800-452-0311			
HAZMAT CHIEF		503-932-5878		254-543-7342	
OSFM DUTY OFFICER		503-370-1488			
B. DEPARTMENT OF ENVIRONMENTAL QUALITY (DEQ) For all oil chemical spills or hazardous material incidents. DEQ can provide information on chemical characteristics, environmental effects, control, cleanup and disposal of hazardous materials.					
CONTACT THROUGH (OERS)	DEQ/LOCAL #388-6146	1-800-452-0311			
C. OREGON STATE FIRE MARSHAL'S OFFICE (OSFM) for information and guidance on the presence and quantities of hazardous materials at fixed sites, characteristics and hazards of the materials and appropriate control techniques.					
CONTACT THROUGH (OERS)		1-800-452-0311			
D. OREGON HEALTH DIVISION (OHD): OHD can provide information on the health effects of hazardous materials, including chemical, radiological, physical and biological hazards.					
CONTACT THROUGH (OERS)		1-800-452-0311			
E. OREGON POISON CONTROL: Provides 24 hour toxicological information and medical treatment advice to on-scene responders.					
CONTACT		1-800-222-1222			
F. PUBLIC UTILITY COMMISSION (PUC): Can supply information on motor carriers and rail shipments of hazardous materials.					
CONTACT THROUGH (OERS)	LOCAL # 388-6146	1-800-452-0311			
G. OREGON EMERGENCY MANAGEMENT (OEM): Is the PRIMARY State answering point for ALL disaster related events where State assistance may be necessary. For incidents where fire is not the main concern, but fire service personnel may be involved.					
CONTACT THROUGH (OERS) -		1-800-452-0311			
OEM - DAYTIME NON EMERGENCY NUMBER - 503-378-2911					
H. CHEMTREC: An off-scene, 24 hour information service operated by the Chemical Manufacturers Association.					
CHEMTREC can supply chemical and safety data as well as contacts as to the products manufacturers. It can also activate CHLOREP and CHEMTREC, as well as response teams for pesticides, hydrogen fluoride, phosphorus, and liquefied petroleum gas.					
CONTACT THROUGH CHEMTREC		1-800-424-9300	24 HOUR #		
I. CLOREP: A team for chlorine incidents currently fielded by the Pennwalt Corporation in Portland.					
CONTACT THROUGH CHEMTREC		1-800-424-9300			
J. CHEMNET: An industry wide mutual aid program activated by the shipper.					
CONTACT THROUGH CHEMTREC		1-800-424-9300			
*By a name in a group = call that person on the list first.					
*By a phone number to individual = call that number first before other numbers listed for that person.					

City of Bend
Emergency Operations Plan

Maintenance Instructions

The Emergency Operations Plan is published and can be accessed electronically on the City's shared drive (S:\Admin Public\Emergency Preparedness\EOP). The file is maintained on a computer hard drive and on backup CD-ROMs maintained in the City of Bend City Manager's office. The Plan Distribution list shows the distribution of hard and electric plan copies.

Each year, plan holders on the distribution list are sent a cover letter and a Revision Request Form. To make changes, plan holders are instructed to fill out the Revision Request Form and send it to the Emergency Preparedness Coordinator. Revision requests are reviewed semiannually. Revised sections, pages, or chapters are distributed to replace existing material. The Revision Request Form can be found in the Introduction, page xii of this plan.

The Emergency Coordination Task Force, which consists of representatives from each affected City department, reviews the revision requests and identifies any additional revisions. The Emergency Preparedness Coordinator is responsible for making revisions on the master electronic file. Revised sections of the Plan are distributed to Plan holders with instructions to remove and destroy the sections identified for replacement.

Significant revisions, requiring coordination between the City of Bend and other departments or agencies, are referred to the Emergency Coordination Task Force. The group is responsible for framing the new concept, procedure, agreement, or instruction, and presenting the revision for inclusion of the Plan.

The Emergency Operation Plan is designed so that each chapter and tab section begins with a separate page number sequence. When revisions are made to pages within a chapter, those pages are copied and distributed with instructions to replace the same numbered existing pages. If a chapter or Tab requires significant revision or re-paging, the entire section is reprinted and distributed. Revised pages or chapters will be distributed in hard copy or electronically.

City of Bend
Emergency Operations Plan
**City of Bend Emergency Operations Plan
REVISION REQUEST FORM**

DEADLINE: _____

Organization/Department:	
Contact:	
Email Address:	
Phone #	

Data Revisions to names, addresses, phone numbers and other data:

	Chapter	Page #	Revision Request

Text Revisions:

	Chapter	Page #	Revision Request

Format Changes: Describe recommended format changes below:

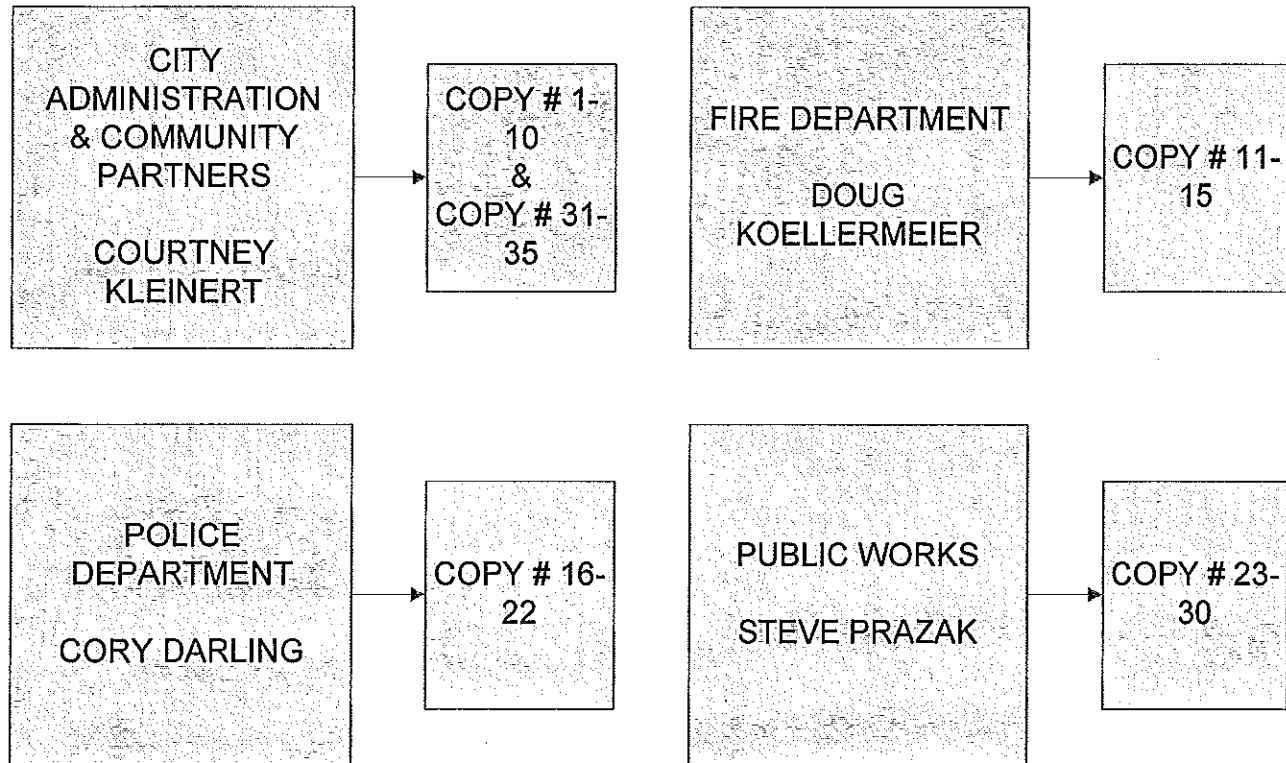
	Chapter	Page #	Revision Request

Attach additional pages as necessary for proposed changes

Managing Distribution of the EOP & Updates

Fall 2008

Each Internal Task Force Member is responsible for distributing hard copies of the EOP and subsequent updates to their assigned EOP copies.



THE EOP WILL BE UPDATED TWICE PER YEAR (FALL & SPRING).

THE CITY'S EMERGENCY PREPAREDNESS COORDINATOR WILL SOLICIT UPDATES FROM DEPARTMENTS TO INCORPORATE. PLEASE USE THE ATTACHED FORM TO KEEP TRACK OF THOSE UPDATES THAT WILL NEED TO BE SUBMITTED.

The current version of the EOP can be accessed at:
S:\Admin Public\Emergency Preparedness\EMERGENCY OPERATIONS PLAN

City of Bend
Emergency Operations Plan
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CITY OF BEND EMERGENCY MANAGEMENT POLICY

I. PURPOSE

The "Emergency Management Policy" identifies the guiding principles for the City of Bend related to emergency management. The Policy provides direction for the Emergency Operations Plan, which is the emergency response plan for the City. This Policy has been approved by City Council Resolution No. 2707. All sections of the Emergency Operations Plan will comply with the policies contained herein.

II. AUTHORITY

The Emergency Management Policy is set forth by the Bend City Council pursuant to:

Local

- Bend Code 1.520 Emergency Management
(*Exhibit A*)
- Resolution 2680 (2008), establishing the National Incident Management System (NIMS)
- Resolution 2707 (2008) adopting the Emergency Management Policy
(*Exhibit B*)

State of Oregon

- Oregon Revised Statutes (ORS) Chapter 401
(*Exhibit C*)

III. COMMAND AND MANAGEMENT

A. National Incident Management System (NIMS) and Incident Command System (ICS)

- Resolution 2680 – Adopted on March 5, 2008 established the National Incident Management System as the City's formal approach to emergency management in the City of Bend
- The Incident Command System (ICS) structure will be utilized for managing emergency response activities in the City of Bend
(*Exhibit D*)

- The NIMS Implementation Plan identifies the steps that need to be taken and timelines for achieving compliance with NIMS principles and requirements
(*Exhibit E*)

B. Executive Responsibility

- The City Council, as the governing body for the City of Bend, is responsible for adopting an Emergency Management Policy that will guide staff in their emergency management efforts.
- The City Manager and/or designee is responsible for implementation of the **Emergency Operations Policy**. This includes managing regular reviews of the Policy and accordingly reviewing and updating the Emergency Operations Policy and the Emergency Operations Plan.
- In the event of an emergency, the Incident Commander is responsible for managing the incident response. At the conclusion of the response period, the Incident Commander will submit a report to the City Manager and Councilors.

C. Chain of Command in an Emergency

- The Incident Commander is responsible for managing the Incident Command System during an emergency response period. At the time in which the Commander finds that the potential for all local resources to be exhausted, the Incident Commander will contact the City Manager to submit a declaration of emergency to Deschutes County
- In the event that the City Manager is out of town or unavailable, the Acting City Manager will be contacted (*see Exhibit F for the succession of authority list*)
- Prior to declaring an emergency, the City Manager will make every reasonable effort to contact City Councilors to inform them of the need to declare an emergency
- The City Manager will submit the declaration of emergency to the Deschutes County Emergency Manager for County Commissioner approval
- At its next City Council meeting, the Council shall consider whether to ratify the declaration of emergency.
- The Deschutes County Emergency Manager will provide additional resources to the City of Bend. In the event that Central Oregon resources have been exhausted, the Deschutes County Emergency Manager will contact the State of Oregon for additional resources.

- In the event that the State of Oregon's resources have been exhausted, the Governor of the State of Oregon shall submit a request for federal resources to the President of the United States.

D. Components of an Emergency Declaration (Exhibit G-Example)

The City's declaration of a state of emergency shall:

- a) State the nature of the emergency;
- b) Designate the geographic boundaries of the area which is subject to the emergency controls; and
- c) State any special regulations imposed as a result of the state of emergency.
- d) State the duration of time during which the area so designated shall remain an emergency area.
- e) Authorize specific emergency powers for the duration of the emergency period set forth in the declaration.

IV. GUIDING POLICY STATEMENTS

It is the policy of the City of Bend to safeguard life and property by making maximum use of all available resources, public and private, to minimize the effects of environmental, technological, civil, and political emergencies.

A. Emergency Preparedness Policies

- 1) The City of Bend is committed to proactive planning in preparation for emergency incidents. These preparedness efforts are critical and provide for important relationships and discussions to occur with partners prior to an emergency situation.
- 2) The City Manager will appoint an Emergency Preparedness Coordinator as the single point of contact for the City for internal City departments and external community partners. This will provide continuity throughout the planning process and provide for a strong relationship with local, regional, and state emergency management organizations.

- 3) The City Emergency Preparedness Coordinator will form a Emergency Preparedness Task Force with members from the City's Police, Fire, and Public Works Departments to coordinate internal preparedness and response activities.

B. Emergency Response Policies

- 1) Essential City services will be maintained as long as conditions permit.
- 2) An emergency will require prompt and effective response and recovery operations by City departments, disaster relief, volunteer organizations, and the private sector.
- 3) Environmental, technological, and civil emergencies may be of such magnitude and severity that County, State, and Federal assistance is required.
- 4) County and State support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local and mutual aid resources prior to requesting assistance from either Deschutes County Emergency Management or the State of Oregon.
- 5) When an emergency situation exists, all City Departments will put their emergency operations plans and operating guidelines into limited or full operation, as necessary.
- 6) In the event of an emergency, the Incident Commander has the authority to re-assign City personnel to assist in response.
- 7) Operational situation and status reports will be made by incident management staffs based upon severity of the emergency or anticipated emergency to include:
 - a) Estimated time and location of impact
 - b) Date, time, and location of the actual emergency
 - c) For emergencies with minimum or no warning-date, time, location, known or estimated number of injuries or casualties, and estimated damage at time of report
 - d) Date and time of activation of department emergency operations

Such reports will be forwarded to the City Council by the City Manager, as well as Department Directors, EOC staff, and affected jurisdictions as appropriate.

- 8) Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or disability. The needs of vulnerable populations shall be identified and planned for as directed by policy makers and according to federal regulations and guidance. Deschutes County Office of Emergency Management is currently developing a vulnerable population list, in cooperation with public and private organizations, which will guide emergency responders in their efforts to assist vulnerable populations in the region. Developing partnerships and working with local organizations to help identify those citizens at risk will continue to be an important component of our cooperative emergency preparedness efforts. Special populations may include, but are not limited to:

- a) People with disabilities
- b) Non-English speakers
- c) Elderly Adults
- d) The incarcerated
- e) The hospitalized

The City has the following programs in place for special populations:

- a) TTY contact and captioned cable alert for people with hearing disabilities
- b) Spanish/English outreach programs in the Police Department, identified language skills of City employees
- c) Access to City facilities and Red Cross shelter facilities
- d) Routine fire inspections of adult assisted living facilities, rest homes, nursing homes and hospitals
- e) Identified transportation assistance for the people with disabilities

- 9) Emergency response often requires decisions to be made quickly under adverse conditions. Emergency conditions may require actions which are not listed in the EOP, or which run counter to guidelines suggested. Decisions, when based on information available to the Incident Commander and which appeared reasonable at the time, will not give rise to a civil liability claim after an incident, even if a different course of action in retrospect appears better. Government entities complying with the EOP shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.
- 10) Assistance to jurisdictions and agencies with whom the City has contracted obligations will be rendered using the same priorities as those used to respond to incidents within the City. Response will be provided according to the provisions of the contract, and the guidelines established by the Emergency Operations Plan of the jurisdiction or agency.
- 11) City Departments shall retain their identity and autonomy during a declared state of emergency. Each hazard identified within this plan has one or more departments identified as "lead agencies." In general, the lead agencies will be responsible for taking the lead in response to their identified hazard. However, all departments share planning responsibilities in all phases and all activity levels, and will work cooperatively to achieve the overall objectives set by the emergency management organization.
- 12) Unified Command will be predominately used for decision making in the event of multiple jurisdictional responses.
- 13) **Levels of Activity:** Since accidents and emergency incidents occur frequently, but rarely with the scope and complexity which would require the implementation of the City EOP, activation will be based on the following definitions and criteria:

Level I The normal organization and procedures of City departments, including police, fire, and public works, that do not require implementation of the EOP.

Level II An incident that has special or unusual characteristics requiring response by more than one City Department, or which is beyond the scope of available local resources, may require partial implementation of the EOP.

The following incidents require an automatic Level II activation:

- a) Mass Casualty Incidents (MCI)
- b) Urban interface fires
- c) Aircraft accident (which is also a mass casualty incident)
- d) Moderate to major hazardous materials incidents within the City of Bend
- e) Community Emergency Response Team operations within the City of Bend
- f) Any evacuation expected to last more than 4 hours

Level III An incident that requires the coordinated response of local, regional, state, and federal resources to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the affected population. Under such conditions, the EOP shall be implemented.

The following incidents require an automatic Level III activation:

- a) Train accident with hazardous materials
- b) Earthquake involving obvious structural damage
- c) Major civil disorder
- d) Wildland Urban Interface Conflagration

EXHIBIT A

Added words are in underlined typeface;
deleted words are in ~~strike~~through typeface.

ORDINANCE NO. NS-2099

AN ORDINANCE AMENDING BEND CODE SECTION 1.520 PERTAINING TO EMERGENCY MANAGEMENT

WHEREAS: The City of Bend, by Resolution No. 2680, adopted the National Incident Management System (NIMS) and Incident Command System (ICS), as required by federal law. The Bend Code pertaining to emergency management therefore needs to be amended to conform to NIMS and ICS.

THE CITY OF BEND DOES ORDAIN AS FOLLOWS:

Section 1. Bend Code Section 1.520 is amended to read as follows:

EMERGENCY MANAGEMENT

1.520 Procedures for Dealing with Emergencies in the City of Bend

(1) The conditions required for the declaration of a state of emergency within the City of Bend shall be as set out in ORS 401.025(4), which provides: " 'Emergency' includes any man-made or natural events or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, crisis influx of migrants unmanageable by the county, civil disturbance, riot, sabotage and war."

(2) A declaration of a state of emergency within the City of Bend may be issued by the City Manager or his/her designee per the established Succession of Authority (hereafter referred to as "City Manager"). ~~The City Manager may issue a directive establishing the city department heads who shall have the authority to declare an emergency, if the City Manager is unavailable at the time the emergency occurs. If an emergency is declared by a department head pursuant to the City Manager's directive, then the City Manager shall resume authority to manage the emergency as soon as the City Manager is available. Any declaration of emergency by the City Manager shall be subject to review for ratification or other action that the City Council deems appropriate at an emergency meeting called as soon as practicable after the declaration of emergency, or if convening an emergency meeting is impracticable, at the next regular meeting of the City Council. A declaration of a state of emergency shall be terminated when the state of emergency ceases to exist.~~

Prior to declaring an emergency, the City Manager will make every reasonable effort to contact City Councilors to inform them of the need to declare an emergency. The City Manager will submit the declaration of emergency to the Deschutes County Emergency Manager for County Commissioner approval. At its next City Council meeting, the Council shall consider ratification of the declaration of emergency with a majority vote.

(3) ~~The City Council may by resolution~~ is responsible for approving an Emergency Operations Policy to establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. The resolution may provide for coordination with Deschutes County, the State of Oregon, or any other state or federal agency. The policy will provide for coordination with local, state and federal partners.

(4) The City Manager, on advice from the Incident Commander, shall have the ~~authorization~~ authority to take actions that includes, but is are not limited to, the following measures:

(a) redirect City funds for emergency use and suspend standard City procurement procedures;

(b) establish a curfew which fixes the hours during which all persons other than officially authorized personnel may not be upon the public streets or other public places;

(c) prohibit or limit the number of persons who may gather or congregate upon any public street, public place, or any outdoor place;

(d) barricade streets and prohibit vehicular or pedestrian traffic, or regulate the same on any public street leading to the emergency area for such distance as may be deemed necessary under the circumstances;

(e) evacuate persons;

(f) prohibit the sale of alcoholic beverages;

(g) prohibit or restrict the sale of gasoline or other flammable liquids;

(h) prohibit the sale, carrying, or possession of any weapons or explosives of any kind on public streets, public places, or any outdoor place;

(i) curtail or suspend commercial activity;

(j) turn off water, gas, or electricity;

(k) order such other measures as are necessary for the protection of life or property, or for the recovery from the emergency;

(l) adopt temporary emergency regulations to implement the foregoing powers, as necessary.

(4 5) The City Manager shall have the authority, in addition to the authority provided by this ordinance, to carry out the emergency duties or functions as prescribed by the resolution policy establishing procedures to deal with an emergency management.

(5 6) No person shall knowingly violate any regulation promulgated pursuant to this ordinance, and imposed in a state of emergency declared under this ordinance. Violation of an emergency regulation shall be a Class A misdemeanor.

(6 7) In the event of a conflict between the provisions of this ordinance and any other ordinance of the City of Bend, the provisions of this ordinance shall control.


Read for the first time the 2nd day of July, 2008.

Read for the second time the 16th day of July, 2008.

Placed upon its passage the 16th day of July, 2008.

YES: 6 NO: 0 ABSTAIN: 0

Authenticated by the Mayor the 16th day of July, 2008.


Bruce Abernethy, Mayor

Attest:


Patricia Stell, City Recorder

EXHIBIT B

RESOLUTION NO. 2680

Establishing the National Incident Management System (NIMS) as the formal approach to preparation, response, and recovery for emergency management in the City of Bend

WHEREAS, the City of Bend may from time to time face emergency situations requiring a planned and coordinated response; and

WHEREAS, the City of Bend adopted Ordinance No. NS-1725 on July 21, 1999, providing procedures for dealing with emergencies in the City of Bend; and

WHEREAS, Section 3 of Ordinance No. NS-1725 provides that the City Council may by resolution establish procedures to prepare for and carry out any activity to prevent, minimize, respond or recover from an emergency; and

WHEREAS, the President in Homeland Security Directive-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System which would provide a consistent nationwide approach for federal, state, local, and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to, and recover from disasters, regardless of cause, size, or complexity; and

WHEREAS, local government emergency services personnel are the primary first responders to incidents within the City of Bend's jurisdiction in coordination with Deschutes County and the State of Oregon; and

WHEREAS, it is essential for responding to disasters and securing the homeland that federal, state, local, and tribal organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters.

NOW, THEREFORE,

THE CITY OF BEND DOES RESOLVE AS FOLLOWS:

The City of Bend City Council does hereby adopt the NIMS and direct the City Manager to implement a city-wide emergency management program that complies with State and Federal laws related to disaster preparation, response, and recovery.


The existing Emergency Operations Plan as adopted by Resolution NS-1725 in July 1999 remains in effect until further action is taken by the City Council to adopt a revised emergency operations plan.

ADOPTED by the City Council and authenticated by the Mayor on the 6th day of March, 2008.

YES: 6

NO: 0

ATTEST:



Patricia Stell, City Recorder


Bruce Abernethy, Mayor

RESOLUTION NO. 2707

A RESOLUTION ADOPTING THE CITY OF BEND EMERGENCY MANAGEMENT POLICY

WHEREAS, the City of Bend has adopted the National Emergency Management System and Incident Command System by Resolution No. 2680 on March 5, 2008; and

WHEREAS, It is necessary to amend Bend Code Section 1.520 to remain consistent with City of Bend Emergency Management procedures, and an ordinance accomplishing those amendments is being considered by the City Council contemporaneously herewith; and

WHEREAS, it is necessary to implement the NIMS and ICS systems by ordinance, policy and plan;

THE CITY COUNCIL DOES RESOLVE AS FOLLOWS:

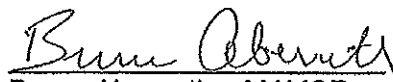
SECTION ONE.

That the City of Bend hereby adopts the City of Bend Emergency Management Policy, attached hereto, together with all attached exhibits.

ADOPTED by the City Council this and approved by the Mayor on this 2nd day of July, 2008.

YES: 7

NO: 0


Bruce Abernethy, MAYOR

ATTEST:


Patricia Stell, City Recorder

EXHIBIT C

OREGON REVISED STATUTES CHAPTER 401 2001 EDITION - Relevant Excerpts EMERGENCY MANAGEMENT AND SERVICES

401.015 Statement of policy and purpose.

(1) The general purpose of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 is to reduce the vulnerability of the State of Oregon to loss of life, injury to persons or property and human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of such occurrences.

(2) It is declared to be the policy and intent of the Legislative Assembly that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local government level. The state shall prepare for emergencies, but shall not assume authority or responsibility for responding to such an event unless the appropriate response is beyond the capability of the city and county in which it occurs, the city or county fails to act, or the emergency involves two or more counties. [1983 c.586 §1]

401.035 Responsibility for emergency services systems.

(1) The Governor is responsible for the emergency services system within the State of Oregon.

(2) The executive officer or governing body of each county or city of this state is responsible for the emergency services system within that jurisdiction.

(3) In carrying out their responsibilities for emergency services systems, the Governor and the executive officers or governing bodies of the counties or cities may delegate any administrative or operative authority vested in them by ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 and provide for the sub delegation of that authority. [1983 c.586 §3]

401.055 Declaration of state of emergency procedure.

(1) The Governor may declare a state of emergency by proclamation at the request of a county governing body or after determining that an emergency has occurred or is imminent.

(2) All requests by a county governing body that the Governor declares an emergency shall be sent to the Office of Emergency Management. Cities must submit requests through the governing body of the county in which the majority of the city's property is located. Requests from counties shall be in writing and include the following:

(a) A certification signed by the county governing body that all local resources have been expended; and

(b) A preliminary assessment of property damage or loss, injuries and deaths.

(3)(a) If, in the judgment of the Superintendent of State Police, the Governor cannot be reached by available communications facilities in time to respond appropriately to an emergency, the superintendent shall notify the Secretary of State or, if the Secretary of State is not available, the State Treasurer that the Governor is not available.

(b) After notice from the superintendent that the Governor is not available, the elected state official so notified may declare a state of emergency pursuant to the provisions of subsections (1) and (2) of this section.

(c) If the Superintendent of State Police is unavailable to carry out the duties described in this subsection, such duties shall be performed by the Director of the Office of Emergency Management.

(4) Any state of emergency declared by the Secretary of State or State Treasurer pursuant to this section has the same force and effect as if issued by the Governor, except that it must be affirmed by the Governor as soon as the Governor is reached. However, if the Governor does not set aside the proclamation within 24 hours of being reached, the proclamation shall be considered affirmed by the Governor.

(5) Any proclamation of a state of emergency must specify the geographical area covered by the proclamation. Such area shall be no larger than necessary to effectively respond to the emergency.

401.085 Management of resources during emergency; rules.

Whenever the Governor has declared a state of emergency under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, the Governor shall be authorized to issue, amend and enforce rules and orders to:

(1) Control, restrict and regulate by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation or other means, the use, sale or distribution of food, feed, fuel, clothing and other commodities, materials, goods and services;

(2) Prescribe and direct activities in connection with use, conservation, salvage and prevention of waste of materials, services and facilities, including, but not limited to, production, transportation, power and communication facilities training, and supply of labor, utilization of industrial plants, health and medical care, nutrition, housing, rehabilitation, education, welfare, child care, recreation, consumer protection and other essential civil needs; and

(3) Take any other action that may be necessary for the management of resources following an emergency. [1983 c.586 §7]

401.115 Additional powers during emergency.

During the existence of an emergency, the Governor may:

(1) Assume complete control of all emergency operations in the area specified in a proclamation of a state of emergency issued under ORS 401.055, direct all rescue and salvage work and do all things deemed advisable and necessary to

alleviate the immediate conditions.

(2) Assume control of all police and law enforcement activities in such area, including the activities of all local police and peace officers.

(3) Close all roads and highways in such area to traffic or by order of the Governor limit the travel on such roads to such extent as the Governor deems necessary and expedient.

(4) Designate persons to coordinate the work of public and private relief agencies operating in such area and exclude from such area any person or agency refusing to cooperate with and work under such coordinator or to cooperate with other agencies engaged in emergency work.

(5) Require the aid and assistance of any state or other public or quasi-public agencies in the performance of duties and work attendant upon the emergency conditions in such area. [Formerly 401.530]

401.125 Authority concerning federal financial assistance to political subdivision.

Whenever, at the request of the Governor, the President of the United States has declared a major disaster to exist in this state, the Governor is authorized:

(1) Upon determination that a political subdivision of the state will suffer a substantial loss of tax and other revenues from a major disaster and has demonstrated a need for financial assistance to perform its governmental functions, to apply to the federal government, on behalf of the political subdivision, for a loan; and to receive and disburse the proceeds of any approved loan to any applicant political subdivision.

(2) To determine the amount needed to restore or resume its governmental functions, and to certify the same to the federal government, provided, however, that no application amount shall exceed 25 percent of the annual operating budget of the applicant political subdivision for the fiscal year in which the major disaster occurs.

(3) To recommend to the federal government, based upon the review of the Governor, the cancellation of all or any part of repayment when, in the first three full fiscal year period following the major disaster, the revenues of the political subdivision are insufficient to meet its operating expenses, including additional disaster-related expenses of a municipal operation character. [Formerly 401.630]

401.280 Federal grants for emergency management and services; authority of office.

(1) The Office of Emergency Management is designated as the sole agency of the State of Oregon for the purpose of negotiating agreements with the Federal Emergency Management Agency or other appropriate federal agency, on behalf of the state, for the acquisition of federal funds for the purpose of providing emergency program management and emergency services. All city or county emergency management programs, emergency service agencies and state agencies applying for such funds shall coordinate with the Office of Emergency

Management on development of proposals and shall submit applications to the agency to be reviewed or processed, or both.

(2) The office is authorized to accept and receive on behalf of the state, counties and cities federal funds for purpose of emergency program management and emergency services, to deposit such funds in the Emergency Management Revolving Account and to authorize the disbursement and distribution of these funds in accordance with the applicable agreement. [1983 c.586 §22; 1993 c.187 §6]

401.305 Emergency management agency of city or county; emergency program manager; coordination of emergency management functions.

Each county of this state shall, and each city may, establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the county or city. The executive officer or governing body of each county and any city which participates shall appoint an emergency program manager who shall have responsibility for the organization, administration and operation of such agency, subject to the direction and control of the county or city. The local governing bodies of counties and cities that have both city and county emergency management programs shall jointly establish policies which provide direction and identify and define the purpose and roles of the individual emergency management programs, specify the responsibilities of the emergency program managers and staff and establish lines of communication, succession and authority of elected officials for an effective and efficient response to emergency conditions. Each emergency management agency shall perform emergency program management functions within the territorial limits of the county or city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the county or city. Such emergency management functions shall include, as a minimum, coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities, and establishment of an incident command structure for management of a coordinated response by all local emergency service agencies. [1983 c.586 §12; 1993 c.187 §9]

401.309 Declaration of state of emergency by local government; procedures; mandatory evacuations.

(1) Each county, city or other municipal corporation in this state may, by ordinance or resolution, establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. The ordinance or resolution shall describe the conditions required for the declaration of a state of emergency within the jurisdiction and the agency or individual authorized to declare that a state of emergency exists.

(2) An ordinance or resolution adopted under this section may designate the emergency management agency, if any, or any other agency or official of the

county, city or municipal corporation as the agency or official charged with carrying out emergency duties or functions under the ordinance.

(3) A county, city or municipal corporation may authorize an agency or official to order mandatory evacuations of residents and other individuals after a declaration of a state of emergency within the jurisdiction is declared. An evacuation under an ordinance or resolution authorized by this section shall be ordered only when necessary for public safety or when necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency.

(4) Nothing in this section shall be construed to affect or diminish the powers of the Governor during a state of emergency declared under ORS 401.055. The provisions of ORS 401.015 to 401.105, 401.115 and 401.125 to 401.145 supersede the provisions of an ordinance or resolution authorized by this section when the Governor declares a state of emergency within any area in which such an ordinance or resolution applies.

(5) As used in this section, "emergency" has the meaning given that term in ORS 401.025. [1997 c.361 §2]

401.315 City or county authorized to incur obligations for emergency services; county determination of emergency.

In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, counties or cities may enter into contracts and incur obligations necessary to mitigate, prepare for, respond to or recover from emergencies or major disaster. A county shall assess whether an emergency exists. [1983 c.586 §13; 1991 c.418 §2]

401.325 Emergency management agency appropriation; tax levy.

(1) Each county and city may make appropriations, in the manner provided by law for making appropriations for the expenses of the county or city, for the payment of expenses of its emergency management agency and may levy taxes upon the taxable property within the county or city.

(2) An appropriation made under subsection

(1) of this section shall be budgeted so that it is possible to identify it as a distinguishable expense category. [1983 c.586 §14]

401.335 Temporary housing for disaster victims; political subdivision's authority.

Any political subdivision of this state is expressly authorized to acquire, temporarily or permanently, by purchase, lease, or otherwise, sites required for installation of temporary housing units for disaster victims, and to enter into arrangements necessary to prepare or equip such sites to utilize the housing units. [Formerly 401.620]

401.480 Cooperative assistance agreements.

The state, counties and cities may, in collaboration with public and private agencies, enter into cooperative assistance agreements for reciprocal

emergency aid and resources. [1983 c.586 §15]

401.485 Leaves of absence for disaster relief volunteers; requirements; maximum period; effect on status of employees.

(1) State agencies and political subdivisions described in ORS 243.325 (2) to (6) may grant leaves of absence to any public employee who is a certified disaster services volunteer of the American Red Cross to participate in disaster relief services in the State of Oregon. Cumulative leave granted shall not exceed 15 work days in any 12-month period. Such leave granted shall not result in a loss of compensation, seniority, vacation time, sick leave or accrued overtime for which the employee is otherwise eligible. Compensation to an employee granted leave under this section shall be at the employee's regular rate of pay for those regular work hours during which the employee is absent from work.

(2) As used in this section, "disaster" means those disasters designated at level II and above by the American Red Cross. [1995 c.70 §1]

Note: 401.485 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.490 Mutual use of supplies and services.

In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, the Governor and the executive officers or governing bodies of the counties and cities may request and utilize the services, equipment, supplies and facilities of existing departments, offices and agencies of the state and of local governments. The officers and personnel of all local government departments, offices and agencies may cooperate with, and extend such services and facilities to the Governor, to the Office of Emergency Management and to emergency management agencies and emergency service agencies upon request. [1983 c.586 §16]

401.500 Reimbursement by state for services provided by local government employees.

The state shall reimburse a local government for the compensation paid and the actual and necessary travel, subsistence and maintenance expenses of employees of the local government while actually serving at the direction of the Governor or the Director of the Office of Emergency Management in a state function or capacity. [1983 c.586 §17]

401.505 Acceptance of aid for emergency services.

Whenever any organization, agency, person, firm, corporation or officer thereof offers to the state or to any county or city, services, equipment, supplies, material or funds by way of gift, grant or loan for purposes of emergency program management or emergency services, the state, acting through the Governor, or the county or city, acting through its executive officer or governing body, may accept the offer. Upon acceptance, the Governor or executive officer or governing body of a county or city, as the case may be, may authorize any officer

thereof to receive the services, equipment, supplies, materials or funds on behalf of the state, county or city, subject to the terms of the offer and any rules of the agency making the offer. [1983 c.586 §19]

401.515 Non-liability for emergency services; exception.

(1) During the existence of an emergency, the state and any local government, any agent thereof or emergency service worker engaged in any emergency services activity, while complying with or attempting to comply with ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 or any rule promulgated under those sections, shall not, except in cases of willful misconduct, gross negligence or bad faith, be liable for the death or injury of any person, or damage or loss of property, as a result of that activity.

(2) There shall be no liability on the part of a person who owns or maintains any building or premises which has been designated by any emergency management agency or emergency service agency or any public body or officer of this state or the United States as a fallout shelter or a shelter from destructive operations or attacks by enemies of the United States for the death of or injury to any individual or damage to or loss of property while in or upon the building or premises as a result of the condition of the building or premises or as a result of any act or omission, except willful misconduct, gross negligence or bad faith of such person or the servants, agents or employees of the person when the dead or injured individual entered or went on or into the building or premises for the purpose of seeking refuge therein during or in anticipation of destructive operations or attacks by enemies of the United States or during tests ordered by lawful authority.

(3) The provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 shall not affect the right of any person to receive benefits or compensation to which the person would otherwise be entitled under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, under ORS chapter 656, under any pension or retirement law or under any act of Congress.

(4) Emergency service workers, in carrying out, complying with or attempting to comply with any order or rule issued under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 or any local ordinance, or performing any of their authorized functions or duties or training for the performance of their authorized functions or duties, shall have the same degree of responsibility for their actions and enjoy the same immunities as officers and employees of the state and its local governments performing similar work.

(5) Nothing in this section shall excuse any governmental agency from liability for intentional confiscation or intentional destruction of private property.

(6) There shall be no liability incurred by any person who complies with an order of the Governor under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 for damages resulting from compliance. [1983 c.586 §20]

401.538 State and local agency emergency response drills.

(1) Each state or local agency shall drill agency employees working in office

buildings on emergency procedures so that the employees may respond to an earthquake emergency without confusion or panic. The agencies shall conduct the drills in accordance with Office of Emergency Management rules. The drills must include familiarization with routes and methods of exiting the building and methods of "duck, cover and hold" during an earthquake. An agency shall conduct the drills annually. The Office of Emergency Management may, by rule or on application, grant exemptions from the drill requirement for good cause.

(2) As used in this section, "state or local agency" means a state or local office, department, division, bureau, board or commission that is assigned, renting, leasing, owning or controlling office space for carrying out its duties. "State or local agency" includes the Legislative Assembly when in regular session. [2001 c.366 §1]

Note: 401.538 to 401.546 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

EXHIBIT D

INCIDENT COMMAND SYSTEM ORGANIZATION

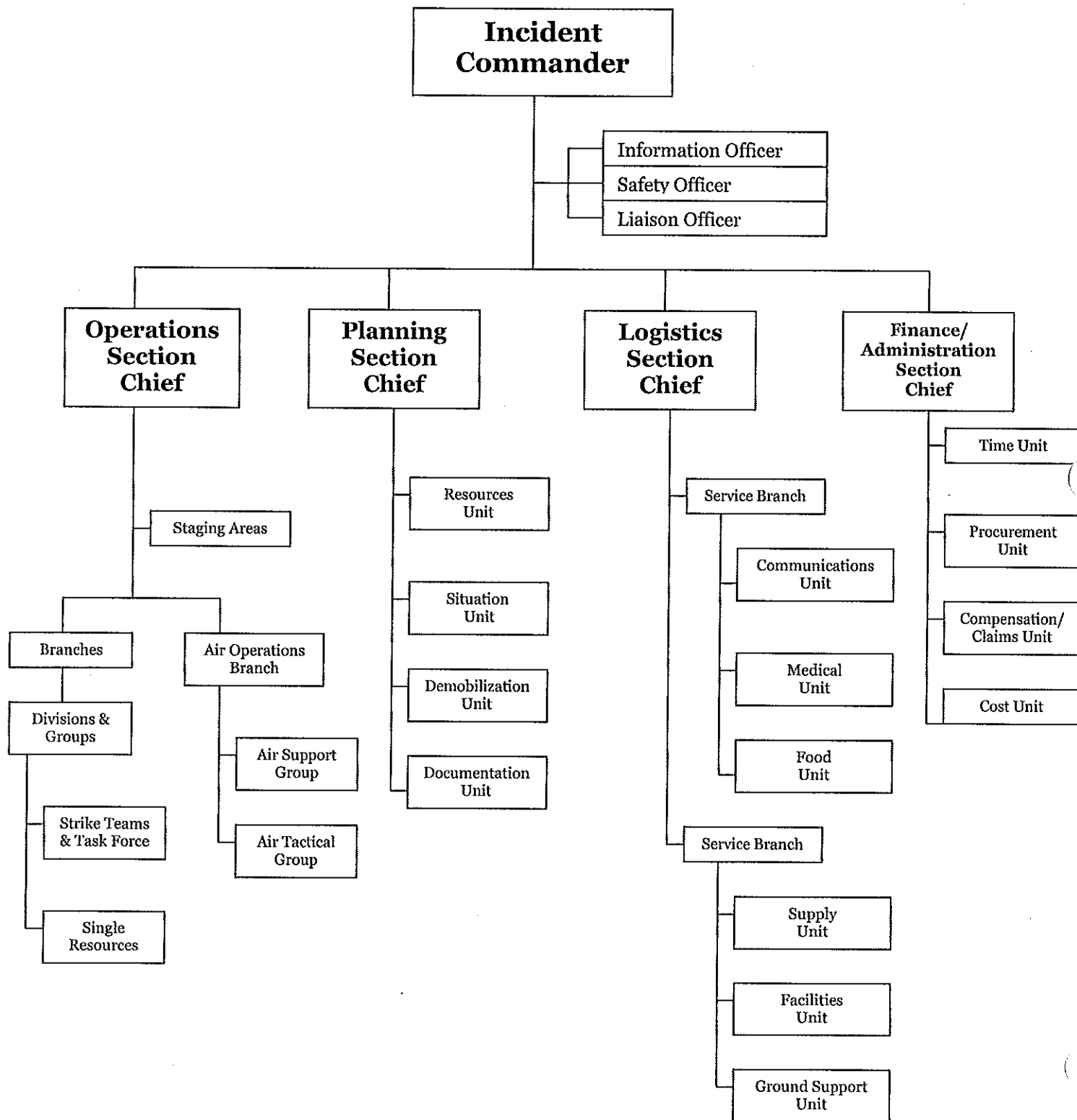


EXHIBIT E

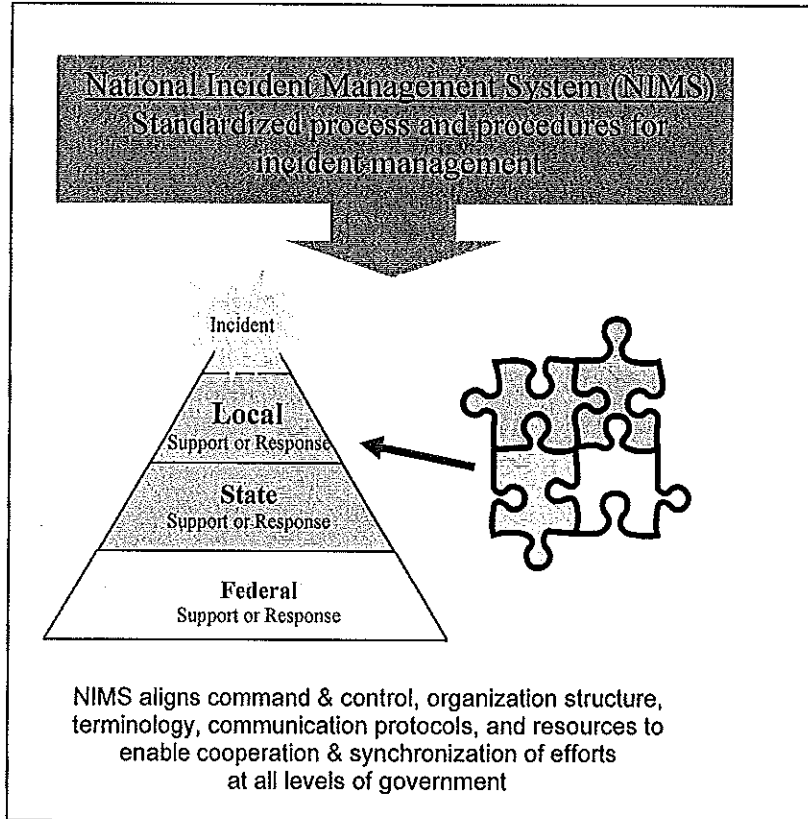


CITY OF BEND

National Incident Management System
(NIMS)

2008

IMPLEMENTATION PLAN



City of Bend
2008
National Incident Management System
(NIMS) Implementation Plan

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City of Bend

National Incident Management System (NIMS) Implementation Plan

FOREWORD

In Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, the President directed the Secretary of Homeland Security to develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent Nationwide approach for federal, state, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

The NIMS enhances the management of domestic incidents by establishing a single, comprehensive system for incident management and will help achieve greater cooperation among departments and agencies at all levels of government. Aside from the requirements of the HSPD, the City possesses significant responsibility as responders under the National Response Plan (NRP). Implementing the NIMS strengthens each Organization's capability and resolve to fulfill its responsibilities to the American people in times of emergency.

The following NIMS Implementation Plan will help ensure the City of Bend has fully incorporated the NIMS into our emergency response plans, procedures, and policies. This plan also provides guidance for all divisions to ensure that all personnel are appropriately trained in the NIMS and prepared to effectively and efficiently execute the City's duties under the Emergency Operations Plan at all times.

Eric King
Interim City Manager
City of Bend

SEE EXHIBIT B

Resolution Establishing the National Incident Management System (NIMS) as the formal approach to preparation, response, and recovery for emergency management in the City of Bend

SECTION I: GENERAL

Purpose

This document establishes the City of Bend's NIMS Implementation Plan in order to ensure the City complies with HSPD-5, *Management of Domestic Incidents*.

HSPD-5 requires that all departments and agencies adopt the NIMS and use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as in support of all actions taken to assist state or local entities. This plan also illustrates the intended methods of incorporating the NIMS into the City's plans, procedures, policies, and training programs.

Scope

This document outlines how the City of Bend plans to implement and integrate the NIMS. The provisions of this document apply to all City plans, procedures, policies, and training programs.

Responsibilities

The City Manager will direct all department heads and identified key personnel to comply with this plan:

Department	Point of Contact	Office Telephone	Responsibilities to Ensure Full Adoption of NIMS
Administration	Eric King	(541) 693-2165	City Manager's Office
	Courtney Kleinert	(541) 693-2154	Emergency Preparedness Coordinator
Police	Cory Darling	(541) 322-2987	Police Department
Fire	Doug Koellermeier	(541) 322-6315	Fire Department
Public Works	Steve Prazak	(541) 322-6349	Public Works Department
FDC Consultant	Don Jenson	(541) 280-5070	Consultant for Bend's EOP

Figure A. Identification of Key Personnel

SECTION II: CONCEPT OF IMPLEMENTATION

Phases of NIMS Adoption

NIMS adoption will include five distinct phases. The first phase will be the formal adoption of NIMS through a resolution by the City Council. The second phase consists of initial staff training, which will include completion of FEMA's Emergency Management Institute independent study course on the NIMS, EMI

IS-700. All supervisors with responsibility over operational assets will be accountable for ensuring that all employees are fully trained in the NIMS. Additional courses are required for first responders and are also included within this phase. The third phase will include establishing a NIMS baseline, which consists of an evaluation of existing plans, policies, and procedures to identify aspects in need of augmentation for NIMS compliance.

The fourth phase will be modification of existing plans, procedures, and policies to reflect NIMS adoption. This includes modification of any emergency response plans in support of the Emergency Operations Plan (EOP) and any internal emergency plans and procedures. The fifth phase will verify achievement of the NIMS Integration Center's standards, including certification and credentialing of employees (further guidance on both forthcoming) as well as conducting exercises to demonstrate compliance with the standards of the NIMS Integration Center. It is anticipated that the implementation phases will overlap in order to speed and strengthen the process.

Phase I – Formal Adoption of NIMS/ICS..... COMPLETED

- a. City Council formally adopted NIMS through a resolution on March 5, 2008

Phase II – Staff Training8 months

- a. EMI IS-700 – National Incident Management System
- b. EMI IS-100 – Introduction to the Incident Command System
- c. EMI IS-200 – Basic Incident Command System
- d. EMI IS-300 – Intermediate Incident Command System
- e. EMI IS-400 – Advanced Incident Command System
- f. EMI IS-800 – NRP: An Introduction
- g. Other relevant courses as determined by supervisors

Phase III – Establish a NIMS Baseline.....10 months

- a. Meeting with Command staff at the Police, Fire, and Public Works departments to review current status.
- b. Identify plans, procedures, policies, and training programs that will require augmentation.
- c. The NIMS Compliance Assistance Tool (NIMCAST) is a web-based self-assessment tool that will be used to evaluate and report the City's achievements toward meeting NIMS requirements.
- d. The State of Oregon, beginning in FY 2009, will require that jurisdictions have completed NIMCAST as a condition of receiving funding for emergency services.

Phase IV– Modification of Existing Plans, Procedures, and Policies.....10 months

- a. Enhance/modify training programs to institutionalize NIMS.
- b. Process includes modification, testing, refinement, and implementation.
- c. Modify new employee orientation for those positions identified as critical staffing in ICS. Ensure that they are guided to complete the appropriate level of training. This includes staff as well as City Council.

Emergency Operations Plan

- d. In particular, the Emergency Operations Plan must be evaluated for incorporation of recent NIMS requirements as determined by FEMA.
- e. All departments will develop and/or update their resource inventories in accordance with the typed definitions.

Phase V – Support NIMS Integration Standards12 months

Following the implementation schedule (below) will ensure the City meets NIMS compliance requirements for FY 2008.

	March 2008	April 2008	May 2008	June 2008	July 2008	August 2008	September 2008	October 2008	November 2008	December 2008
Phase I										
Phase II										
Phase III										
Phase IV										
Phase V										

Figure B. Expected NIMS Implementation Timeline

SECTION III: STAFF TRAINING

Identification of Initial Training Components

The City is encouraged to use the following tables to identify the training employees will receive relevant to NIMS implementation. The highlighted courses are recommended. The first table reflects the training requirements for all employees with emergency response duties.

Training Course	Percent Complete				Target Completion
	Police	Fire	Public Works	Admin	
IS-700 Introduction to the National Incident Management System	100%	100%	100%	71%	April 2008

Figure C. Training Requirements for Identified Employees

List of City Positions that MUST complete IS-700 Training
City Council
City Manager
Assistant City Manager
Assistant to the City Manager/Emergency Preparedness Coordinator
City Recorder
Finance Director (and backup)
ALL Finance Staff involved in emergency response situation
Public Works Director
ALL Public Works personnel
Chief of Police
ALL Police Department personnel
Fire Chief
ALL Fire Department personnel

Human Resources Director (and backup)
Information Technology Director (and backup)

Figure D. List of Personnel that MUST complete IS-700 Training

The following table illustrates the training all employees with duties that directly or indirectly involve or support domestic incident management will receive relevant to NIMS implementation, including internal training, such as tabletop exercises.

Training Course	Percent Complete				Target Completion
	Police	Fire	Public Works	Admin	
IS-100 Introduction to the Incident Command System	100%	100%	100%	71%	April 2008
IS-200 Basic Incident Command System	100%	87%	91%	6%	July 2008
IS-300 Intermediate Incident Command System	5%	80%	22%	0	Oct 2008
IS-400 Advanced Incident Command System	5%	67%	22%	0	Oct 2008
IS-800 National Response Plan: An Introduction	100%	55%	88%	6%	July 2008

Figure E. Training Required for Staff with Emergency Response Duties

List of City Staff Positions that MUST complete the above requirements:
City Manager
Assistant City Manager
Assistant to the City Manager/Emergency Preparedness Coordinator
Finance Director (and back up)
Human Resources Director (and back up)
Information Technology Director (and back up)

Public Works Director & ALL identified Public Works personnel
Chief of Police & ALL identified Police personnel
Fire Department & ALL identified Fire personnel

Figure F. List of Personnel that MUST complete all levels of Training

SECTION IV: MODIFICATION OF PLANS, PROCEDURES, AND POLICIES

Identification of Plans, Procedures, and Policies

Each of the Departments that participate in Emergency Management have internal department plans, procedures, and policies that require frequent review, enhancement, and modification. The modification of these plans occurs as a response to additional NIMS requirements, lessons learned from events or training exercises, and changes in best practices. The following staff are responsible for the upkeep of those department plans, procedures, and policies:

Department	Point of Contact	Office Telephone & E-mail
Administration	Courtney Kleinert	(541) 693-2154 ckleinert@ci.bend.or.us
Police	Cory Darling	(541) 322-2987 cdarling@ci.bend.or.us
Fire	Doug Koellermeier	(541) 322-6315 dkoellermeier@ci.bend.or.us
Public Works	Steve Prazak	(541) 322-6349 sprazak@ci.bend.or.us

**Figure G. Identification of Staff responsible for
Department Plans, Procedures, and Policies**

NIMS Compliance

The City of Bend City Council will adopt its augmented Emergency Operations Plan in Spring 2008. The State of Oregon Office of Emergency Management is managing a grant program to create a consistent planning format and structure to emergency plans throughout the State of Oregon. The City of Bend is participating in Phase 3 of the project, which will begin before the end of 2008. The project will do a complete review and evaluation of the City's EOP and will provide a list of items that need to be completed for NIMS compliance.

Resource Management

The NIMS emphasizes the importance of maintaining accurate and up-to-date information on resource management and use as a critical component of domestic incident management. Refer to FEMA's National Mutual Aid and

Resource Management Initiative for the basis to type, inventory, order, and track Federal, State, and local assets to support equipment and personnel compatibility required for mutual aid agreements. Resource-typing definitions for 120 of the most commonly requested response resources are available at: www.fema.gov/nims/mutual_aid.shtm

All departments will develop and/or update their resource inventories in accordance with the typed definitions. For resources that have not yet been typed, resources should be defined by capacity and capability in accordance with the established resource-typing methodology. Up-to-date inventories of response assets are critical.

The following chart indicates the strategy and timeframe for developing or updating a comprehensive inventory of response resources.

Agency Name	Strategy for Resource Inventory Development	Timeline for Completion
Police Department	Law Enforcement	August 2008
Public Works Department	Public Works	August 2008
Fire Department	Fire & Emergency Services	August 2008
City Manager	Administration & all others	August 2008

Figure H. Strategy and Schedule for Developing an Inventory of Resources

SECTION V: NIMS INTEGRATION STANDARDS CERTIFICATION AND CREDENTIALING

Achievement of the NIMS Integration Center Standards

The fifth phase will verify achievement of the NIMS Integration Center's standards, including certification and credentialing of employees (further guidance on both forthcoming) as well as

Conduct validation exercises

Conduct exercises to demonstrate compliance with the standards of the NIMS Integration Center and provide hands on training for personnel.

City Council

Mayor (Term ends 12/2012)
Mayor Pro Tem (Term ends 12/2010)
Councilor (Term ends 12/2010)
Councilor (Term ends 12/2010)
Councilor (Term ends 12/2012)
Councilor (Term ends 12/2012)
Councilor (Term ends 12/2012)

City Administration

City Manager
Fire Chief
Police Chief
Public Works Director

Fire Department

Fire Chief
Deputy Chief Operations
Deputy Chief Fire Marshal
Deputy Chief Logistics

Police Department

Police Chief
Patrol Captain
Investigation Captain
Training Captain

Public Works Department

Public Works Director
Assistant Public Works Director
Utilities Manager (Water / WW)
Street Division Manager

Communications Division

Manager
Assistant to the City Manager
City Recorder

Human Resources Department

Director
Hr Analyst or Asst HR Manager ()*
Program Specialist

Finance Department

Director
Accounting Manager
Operations Manager
Budget & Planning Manager

Information Technology Department

Director
Wide Area Network Administrator
System Administrator

Community Development Department

Director
Building Official
Planning Manager

Economic Development Department

(Emergency Only)
Downtown Parking Manager

EXHIBIT G

DECLARING A LOCAL EMERGENCY IN THE CITY OF BEND AND REQUESTING A GOVERNOR'S DECLARATION OF A STATE OF EMERGENCY

The City Manager of the City of Bend finds that:

- A. Commencing at approximately _____ hours on _____, 20____,

occurred within the City of Bend, threatening life and property.

- B. The severity and magnitude of the emergency is beyond the timely and effective response capability of the City of Bend and all local resources have been expended.
- C. I have determined that there is a need for extraordinary state assistance to respond to this emergency condition.
- D. A preliminary assessment of property damage, loss, injuries, and/or death is described on the attached 'Exhibit A'.

Now, therefore, based on the above findings, which are hereby adopted,

THE CITY MANAGER OF THE CITY OF BEND DECLARES THAT:

1. A local emergency exists in the City of Bend
2. By this order, Deschutes County is requested to ask the Governor of the State of Oregon to declare a State of Emergency and consider Bend as an "emergency area" as provided for in ORS 401.055, and provide such assistance as requested by the City of Bend and available from the State of Oregon.
3. Deschutes County is further requested to ask that the Governor request additional assistance from the President of the United States, if needed.

Dated this _____ day of _____, 20____ at _____ hours.

City Manager, City of Bend

Preliminary Assessment of Property Damage or Loss, Injuries and Deaths

1. Property Damage or Loss: _____

2. Injuries: _____

3. Deaths: _____

SECTION 2 HAZARD ANALYSIS

Introduction

The hazard analysis methodology and scoring process are standards that have been adopted by FEMA and used throughout the United States. This Emergency Operations Plan (EOP) is based on an analysis of the natural and technological hazards that could potentially affect the City of Bend. With a clear understanding of the hazards, we can prepare appropriate mitigation, response, and recovery policies, plans, and procedures.

The hazard analysis is the foundation upon which the EOP and departmental procedures are developed. The method used to analyze the hazards facing the City does not predict the occurrence of a particular event; but, rather, it serves to provide a sense of hazard priorities or relative risk. By quantifying and comparing the risks of various hazardous events, the city can focus its planning efforts in those areas of greatest concern.

The hazard analysis is formatted to provide background information on the city's geography, demography, and hazards; a description of the analysis methodology; and a summary of the hazards, listed in order of risk rating.

Geographic and Demographic Description

The City of Bend is located in central Oregon within Deschutes County, Oregon. The City of Redmond is 14 miles North on highway 97 and has the regional commercial airport serving the Central Oregon area.

Incorporated in 1905, Bend occupies an area of 32 square miles and, with a 2007 population of over 76,000, is the most populated city in Central Oregon. Elevation in Bend is 3623'.

The geographical climate for Central Oregon is predominately High Desert. Summer temperatures range from an average high of 85 degrees Fahrenheit to a low of 44 degrees Fahrenheit. Average highs in winter are in the 40's to lows in the 20's. Precipitation ranges from 10.5 to 12.04 inches annually. Every community in Central Oregon has its own variations of temperature and precipitation, relative to its elevation and proximity to the mountains (microclimate).

Primary Industries in Deschutes county/Bend (2006 data)

Employees

Computer & Electronic Manufacturing	388
Recreational & Transportation Equipment Manufacturing	1,227
Transportation, Warehousing & Utilities	1,110
Education & Health Services	6,990
Professional & Business Services	5,940
Leisure & Hospitality	8,450
Wood Product Manufacturing	1,840

The city's location is Latitude: N 44.058, Longitude: W 121.31. The Bend airport sits at an elevation of 3452' above sea level.

Bend is located on the Deschutes river with dominate landscapes on the east side at Pilot Butte and Awbrey Butte on the West side of the city. Mt. Bachelor and the Cascade Range are West of the City about 30 minutes driving time.

Major highways in Bend include State Highway 97, which is considered one of the busiest in Oregon; it runs through the middle of the city north & south. Highway 20 also runs through Bend from West to East. The Burlington Northern Railroad provides freight service through Bend.

Hazard Identification and Classification

Potential hazards that exist can be identified by:

- A. Reviewing the State, County, and adjacent jurisdictions' hazard analyses;
- B. Interviewing city leadership, first responders, and long-time residents;
- C. Driving around the area and conducting a "windshield assessment;"
- D. Searching local newspaper archives;
- E. Researching internet websites of local, state and federal agencies; and
- F. Recognizing that certain hazards can drift with wind or water from adjacent jurisdictions.

Hazard identification is an on-going process and should be reviewed regularly. The hazard identification and vulnerability assessment may need to be amended to accommodate new industry, development-related changes, improved knowledge of earthquake fault lines, etc.

The mere existence of a hazard does not, by itself, put the community at risk. We must identify the people, environment, property, and economic sectors that may be susceptible to each hazard. Therefore, it is important to understand the demographics

of the community, the physical effects of the hazards, and the proximity of the hazards. It is also important to note both the primary and secondary effects of a hazard, as well as any active or passive mitigation actions that have been taken to lessen the effects.

All areas of the city may be subject to the effects of natural and technological (human-caused) hazards. This hazard analysis seeks to identify, evaluate, and categorize the hazards that are most likely to have a disastrous impact on the citizens and property of Bend. These hazards include:

A. Natural Hazards

1. Weather – Weather hazards include flood, windstorm, drought, severe winter storm, and tornado.
2. Geologic – Geologic hazards include earthquake and volcanic eruption.
3. Fire – Natural fire hazards include wildfire and urban interface fire.

B. Technological Hazards

1. Utility Failures – Utility hazards include failure or disruption of electrical, telephone, water, gas, fuel oil, sewer or sanitation systems.
2. Hazardous Materials – HAZMAT hazards include the uncontrolled release of gases, explosives, corrosives, flammable liquids and solids, oxidizers, poisons, or radioactive materials at fixed sites or during transportation.
3. Transportation – Transportation hazards include incidents involving aircraft, rail systems, watercraft, motor vehicles, or pipelines.
4. Civil Disturbance – Civil disturbance hazards include unlawful demonstrations, riots, acts of terrorism, or sabotage.
5. Dam Failure – Dam failure hazards include the uncontrolled release of water from natural or human-made impoundments.
6. Long Term Biological – Pandemic flu

The following groupings were identified as potentially being vulnerable to harm from one or more of the hazards identified above:

A. People

- i. Elderly
- ii. Children
- iii. Disabled
- iv. Non-English Speaking

B. Pets

- i. At Home
- ii. Veterinarians
- iii. Animal Shelters/Pet Stores

C. Facilities and Property

- i. Agricultural Fields

- ii. Businesses
- iii. Childcare
- iv. Confinement Facilities
- v. Factories
- vi. Healthcare Facilities (Group, Foster, Hospice, Retirement, Assisted Living, Nursing, etc.)
- vii. Offices
- viii. Residents
- ix. Retail Outlets
- x. Schools
- xi. Sporting Facilities
- xii. Wholesale Suppliers
- D. Infrastructure
 - i. Transportation (Roads, Bridges, Rail Lines, Airport, Overpasses, Culverts)
 - ii. Utilities (Gas, Electric, Telephone, Water, Sewage, Garbage, Cable TV, Internet Service Providers)
- E. Critical Facilities
 - i. City Hall
 - ii. Fire Stations
 - iii. Hospitals/Designated Medical Facilities
 - iv. Police Stations
 - v. Sheriff's Office/MAC Center
- F. Environment
 - i. Air, Water, Soil
 - ii. Wildlife
 - iii. Parks
 - iv. Wetlands
 - v. Lakes, rivers, creeks
- H. Long Term Biological

Hazard Analysis Methodology

Although we recognize that many hazards occur together or may have a cause-effect relationship (e.g., dam failures cause flooding and windstorms may cause power outages), the methodology used in this hazard analysis addresses each hazard as a singular event.

The scoring process comes from "The FEMA Model" that we utilized and can be found at

[http://www.ema.gov.au/agd/ema/rwpattach.nsf/viewasattachmentPersonal/E5ED86F1F8A5E698CA256C8A000AC628/\\$file/THE_FEMA_MODEL.PDF](http://www.ema.gov.au/agd/ema/rwpattach.nsf/viewasattachmentPersonal/E5ED86F1F8A5E698CA256C8A000AC628/$file/THE_FEMA_MODEL.PDF)

Each of the hazards examined by this analysis is "scored" using a formula that incorporates three levels of severity, four rating criteria, the three and weight factors. For every hazard, scores for the four rating criteria (i.e., Event History, Vulnerability,

Maximum Threat, and Probability) are determined by multiplying each criterion's severity rating by its weight factor. The rating criteria scores for the hazard are then summed to provide a total score for that hazard. Definitions and values for the severity criteria, rating criteria, and weight factors are noted below.

For the rating criteria of History, Vulnerability, and Probability, only major emergencies and disasters are considered. A major emergency or disaster is an incident that necessitates the activation of a jurisdictional EOC or the issuance of a local Declaration of Emergency.

A. Severity Criteria

High = 10 points
Moderate = 5 points
Low = 1 point

B. Rating Criteria and Weight Factors

1. Event History addresses the record of previous major emergencies or disasters. Weight Factor is 2.

High = 4 or more events in last 100 years
Moderate = 3 events in last 100 years
Low = 1 or no events in last 100 years

2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5.

High = More than 10% affected
Moderate = 1-10% affected
Low = Less than 1% affected

3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10.

High = More than 25% could be affected
Moderate = 5-25% could be affected
Low = Less than 5% could be affected

4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7.

High = One incident within a 10 year period
Moderate = One incident within a 50 year period
Low = One incident within a 100 year period

Hazard Analysis

Based on the analysis methodology as outlined, the following hazards present the greatest risk to the City of Bend. For a breakdown of the total point values, please see the "Hazard Analysis Worksheet" on the last page of this section.

The natural hazards listed below also include a description of potential mitigation activities which would eliminate or lessen the impact of the disaster upon life, property, and the environment.

A. *Severe Winter Storm*

240 points

A severe winter storm is generally a prolonged event involving snow and/or ice that causes power outages, transportation and economic disruptions, and high risk for injuries and loss of life. The event is also typified by a need to shelter and care for adversely impacted individuals. The characteristics of the hazard are determined by a number of meteorological factors including the amount and extent of snow or ice, air temperature, wind speed, and event duration.

The City of Bend has experienced severe winter storms with substantial snowfall over the last recorded 100 years. Bend has also experienced numerous, but less severe, ice and snow storms that have significantly impacted power and transportation. Given the population growth over the last 20 years and development that has occurred, any severe winter storm of the magnitude that struck in 1949 & 1950 with a single snow fall of 44 inches that crippled Central Oregon for over 2 weeks would have major impacts today.

B. *Fire - Wildland Urban Interface*

240 points

In Deschutes County 23 % of land is private, 77% of the land is public Forest land and High Desert, managed by the U.S. Bureau of Land Management, U.S.D.A. Forest Service, and Oregon Department of Forestry. Bend has a significant Wildland Urban Interface area within the City and surrounding the urban growth boundaries. Bend typically has Hot - Dry summers with multiple Wind and Lightning storms that start over 500 fires in a fire season. The fire season usually starts in mid July and last through August. Many of the lightning fires are single tree fires that are easily extinguished, but take personnel from all fire agencies to combat given that a single storm can produce many starts in a storm passing through Central Oregon. Man caused fires are also a constant threat to this same Wildland Urban Interface area.

Over the past 100 years Central Oregon has seen many large Wildland fires, each fire has its own potential to cause injury or death and loss to property. Bend has its own history of large Wildland fires, most of the significant ones have occurred over the past 30 years. The Awbrey Hall fire in 1990 started on the West side of Bend and burnt 25 homes, traveled 7 miles south along Bends Westside before being controlled, it was human caused.

The Skeleton fire in 1996, started as lightning struck a tree in the forest land south of Bend. Then a wind storm turned the fire north pushing it through Sundance subdivision destroying 26 homes and outbuilding before being controlled. These are only two of the devastating fires that have occurred in Bend, there have been scores of others during this same time period in Central Oregon. According to State data Central Oregon and Bend are the fastest growing in the State of Oregon. This growth has further increased the likelihood of significant Urban Interface Fires as housing developments continue to expand into the Wildland Urban Area. Bend, along with its Wildland partners including the community itself, have developed "The City of Bend Wildland Urban Interface Fire Plan", as a mitigation tool to help address this problem. The plan will help, however the problem will remain well into the future.

C. Long Term Biological

195 points

A Biological incident could include influenza, Avian flu, or a pandemic of any kind as well as biological agent release (as an act of terrorism). The effects of a major outbreak outside the Central Oregon Region could have a serious impact on the community. Central Oregon depends on daily commerce from outside the region and could be adversely affected without that connection. During the scoring of this Hazard, a significant problem discussed was in the event of a major outbreak in Western Oregon the heavily populated areas would want to escape that region. The Bend area is a very likely location for those people trying to get out of an infected environment. This creates a significant problem that we will try to address in this plan.

Bend has no known history of significant outbreaks of any kind to date, other than small isolated incidents involving influenza mostly with school children. These sometimes affected entire classrooms but have been rare.

D. Flood

190 points

Bend's Flood hazard includes:

- Rapid-rise flooding of creeks to the Deschutes River
- Flooding of streets and buildings caused by plugged storm drains and culverts or overloaded storm water systems
- Flooding of individual properties due to improper or inadequate drainage practices.
- Canal system failure or breach
- Ice jams in the Deschutes River

The hazard generally evolves from a short duration, heavy rain event that may be compounded by heavily saturated or frozen soils and rapid melting of snow and/or ice. Flood impacts are generally concentrated along streams but may also be scattered in low-lying areas of the city. A flood event typically causes property damage and significant transportation and economic disruptions. It may also require short-term shelter and care support for citizens displaced from their homes.

Bend has a history of flooding events in the past although most have been minor in nature, and typically have affected small areas in the community. Still, there is an impact economically and displacement of citizens even for a short period is very traumatic to the individuals.

E. Utility Failure

165 Points

To rise to the level of major emergency or disaster, a utility failure would typically be an extended duration event impacting a broad segment of the city's population. Such might be the case in an extended power outage involving Pacific Power & Light (PP&L) or Central Electric Co-op (CEC), a disruption in the natural gas delivery from Cascade Natural Gas, or a loss of water supply and/or sewer failure from the City of Bend and/or other private water providers. A short duration event involving a widespread loss of telephone service may also rise to the level of a major emergency if it hampers the public's ability to access the 911 system. Depending on the type and extent of disruption and other conditions, such as weather, a utility failure can have a broad range of impacts. Although special populations are at high risk from utility disruptions, all citizens in the city would be significantly impacted by a widespread interruption of government, business, and non-profit services. Utility failures of significant proportion typically arise from other hazard events such as floods and earthquakes, but may occur as stand alone events.

Bend does not have a significant history of standalone utility incidents.

Telephone System Failure:

Telephone network overload occurs when the number of attempted calls exceeds the system's simultaneous call capacity. Most telephone networks are designed so that at normal peak loads, your probability of being able to make call is 90 to 95%. When a disaster occurs, the call volume can increase more that a hundred-fold beyond the normal peak load, and the probability of being able to complete a telephone call drops tremendously.

Cellular telephone networks fail for the same reasons wire line networks do, with the additional liability of a more fragile infrastructure. Antennas and towers can fail, and microwave links between cells and switching centers can be damaged quite easily. Add in call volume overload, and you can quickly understand why cellular networks should never be relied upon as a replacement for landline (wired) networks in a disaster.

Public safety communications networks suffer from the same general modes of failure as telephone systems. In addition, public safety agencies are labor-intensive operations, and quickly run short of personnel to do the communicating. Available personnel work around the clock with adrenaline pumping, they become physically exhausted, tempers grow short, and the ability to cope with the disaster diminishes.

Organizations like the American Red Cross and Salvation Army have minimal communication systems of their own, and are not equipped to deal with the large volume of message traffic a disaster brings. American Red Cross has limited national communication assets that can be moved into a large disaster area as needed, but this takes considerable time and is seldom enough. Since they are generally dependant on telephone service and very limited radio systems in a disaster situation, these organizations are almost automatically in "overload" mode without outside radio communication support.

F. Earthquake

159 points

The Earth's crust is broken into massive pieces called tectonic plates that ride on semi-fluid rock below. Powerful forces generated within the Earth drive these plates. When these plates collide with, slip along, or plunge underneath each other, they produce earthquakes. Most earthquakes are minor in scale and many are too small to even feel. However, a number of quakes ranging in scale from moderate to great occur annually throughout the world and take a heavy toll on lives and property. The Pacific Northwest lies along what is known as the Ring of Fire - an area that experiences frequent earthquake and volcanic activity. Although Oregon's recorded history is relatively free of large magnitude earthquakes, its geologic history shows ample evidence of past periodic, large scale events.

Like most of Oregon, Bend has little recorded data of significant earthquake activity. Over the past 25 years the Central Oregon area has had many small earthquakes measuring 2.0 magnitude or less that are rarely even felt by anyone. The largest measured has been 3.8 magnitude, again few if any felt the quake.

Despite the record, several earthquake faults are known to run in or near the Central Oregon area and could cause widespread damage to public and private facilities, mass casualties, and significant disruption of lifeline services.

G. Volcanic Eruption (Ash Fallout)

159 points

Bend is within 30 miles of the Cascade Range that runs from California to the Washington border through Central Oregon. The South Sister has a bulge identified as growing 1.4 inches per year since 1997, covering a large area on the SW side of the mountain. This bulge is produced by Magma below the surface of the earth; it's unknown at this time what effect it will have. The experts say that if it were to erupt it may not affect population centers.

However, if an eruption occurred there could be significant Ash Fallout as in the case of St. Helens in 1980. The impacts of significant ash fallout are substantial. Persons with respiratory problems are endangered; transportation, communications, and other lifeline services are interrupted; drainage systems become overloaded/clogged; buildings become structurally threatened from the weight (especially when wet); and the economy is adversely impacted.

Volcanic eruptions are often accompanied by seismic activity and electrical storms. Responding to and recovering from such an incident would require a concerted effort on the part of the city and its emergency response agencies.

H. HazMat Release

137 points

This hazard involves the release or spillage of hazardous chemicals or chemical wastes that pose a serious threat to life, property, and/or the environment. The release or spillage may also generate long- term contamination or toxicity problems. A hazardous materials incident is most commonly associated with a transportation accident (highway, rail, waterway, or pipeline), but may also arise from accidents at fixed facilities.

Hazardous materials are used within Bend, particularly in high technology and manufacturing applications. Bend has over 400 companies/facilities that annually report their hazardous materials inventory to the Office of the State Fire Marshal. About 24 of these facilities handle various amounts of over 40 types of chemicals classified by the Environmental Protection Agency as Extremely Hazardous Substances (EHS). Risk identification has been completed by Oregon State Fire Marshals Office to determine which facilities may include chemicals that also are regulated under the Clean Air Act (112r) that meet or exceed the designated planning quantities under the Federal regulations. The OSFMO provides this information to fire agencies throughout Oregon.

Bend has pipelines that deliver natural gas to commercial and residential customers. Most other hazardous materials transported within the city are moved by truck, or rail.

Bend also has a major natural gas underground pipeline on the east side of the community that poses a potential risk given the recent pipeline explosions in Washington State.

The most serious hazardous materials incidents that might impact the city are those that would involve the release of significant quantities of extremely hazardous substances into heavily populated commercial or residential areas. Any such incident could pose acute toxicity, corrosive, and/or flammability problems and require immediate actions to evacuate and shelter large numbers of people.

Bend has a history of minor hazardous materials incident, but none that have risen to the level of a major emergency or disaster. However, the increased use of hazardous materials in all aspects of daily life, their increased presence within Bend, and the proximity of commercial and residential developments to hazardous material facilities raise the probability of a significant future event. This probability is offset somewhat by stricter regulations, more frequent deliveries of smaller amounts of hazardous materials, and tougher regulatory enforcement of facilities and companies that manufacture, transport, or store hazardous materials.

I. Civil Disturbance/Terrorism

105 points

This hazard includes riots, protest, strikes, school or workplace violence, demonstrations, and acts of terrorism that can result in the taking of hostage, injuries, and/or deaths, damage to property, sabotage, and extortion. In the case of terrorist incidents, the use of chemical, biological, or nuclear weapons as well as conventional explosives is possible.

While there has been no history of terrorism or other instances of civil disorder rising to the level of major emergency or disaster in Bend, the potential for such an incident exists. Terrorism has been prevalent on the international level for many years and has been on the rise domestically for the past few years. The attacks against the World Trade Center and The Pentagon; the mailed Anthrax attacks in Florida, New York, and Washington DC; the Oklahoma City and New York City bombings; the Rodney King riots in LA; and the WTO riot in Seattle are but a few examples of the potential that exists within the country. Although the Columbine High School incident was isolated to a single complex, the effects to the entire community have the potential to meet criteria of a major emergency or disaster.

While the history and probability of a conventional or unconventional (nuclear, biological, chemical) attack on the United States is low, the threat posed by such an event is extremely high. Government infrastructure, public and private services, supplies could all be severely disrupted and hundreds, if not thousands, of injuries or deaths could occur.

J. Windstorm

80 points

A windstorm is generally a short duration event involving straight-line winds and/or gusts in excess of 50 mph that cause power outages, transportation and economic disruptions, significant property damage, and high risk for injuries and loss of life. The event can also be typified by a need to shelter and care for adversely impacted individuals. Unlike a tornado, a windstorm generally has broader, but less destructive impact.

Bend has no recorded history of devastating wind storms although it has history of wind storms usually associated with summer lightning/electrical storms that have caused considerable damage to property and injury to citizens.

Straight-line and cyclonic winds both occur in Bend. Straight-line winds, which originate as a downdraft of rain-cooled air, and reach the ground and spread out rapidly, are the most common and can produce gust of up to 100 mph. Bend is susceptible to direct impacts on the infrastructure and property, and indirect costs stemming from business closures and lost work time. Infrastructure damages might include collapsed or damaged buildings; damaged or blocked roads or bridges; or damaged traffic signals, streetlights, and parks. Roads blocked by fallen trees may block access for emergency

service vehicles. Historically, fallen trees have been the major cause of power outages; and damage can also be caused by flying debris or downed utility lines.

Although an uncommon event in the Central Oregon area, a number of small tornadoes (very large Dust Devils in Central Oregon) are sighted each year. Most do not touch down in populated areas. When they have, they have not produced widespread destruction seen in the Midwest and South.

An increase in the frequency of tornadoes is not expected unless significant changes occur in weather behavior/patterns in the Northwest. Although the likelihood that a tornado event would cause damage or injury will increase with population growth, the worst case scenario in Bend is still not expected to impact a very broad segment of the population.

K. Drought/Water Shortage

24 points

A water shortage may arise from a number of causes, but it would most likely derive from drought or a significant diversion/interruption of water supplies supporting Bend. Drought involves a period of prolonged dryness resulting from a lack of precipitation. A severe drought could require that strict conservation measures (more than odd/even watering restrictions) be implemented to assure an adequate supply of potable water for Bend citizens. Long term drought conditions typically have devastating consequences for agricultural and other businesses dependent on a good supply of water, and place large areas surrounding Bend at higher risk for devastating Wildland/urban interface fires.

Although Bend has suffered periods of drought in the past, the impacts have not been severe enough to reach major emergency or disaster proportions. The city has adopted several (water-wise) conservation efforts and continues to develop new ways to preserve this precious resource.

Diversions/interruptions of water supplies supporting Bend could stem from failed reservoirs, wells, or intake systems, ruptured pipelines, or contaminated water sources. Significant redundancy exists in most of Bend's water system; however, an incident impacting multiple sources or suppliers could pose serious risk for Bend residents.

L. Dam Failure

24 points

Wickiup Dam is about 35 miles south of Bend. It is an earth fill dam 100 feet high, the capacity of the dam is 200,000 acre-feet.

A catastrophic failure of Wickiup Dam with a full or near full reservoir would impact low-lying areas and roadways along the Deschutes River in Bend. Inundation levels would be dependant upon the river level at the time of dam failure. The Bureau of Reclamation estimates that it would take approximately 24 hours for the leading flood wave to reach the South end of Bend.

Because of the distance of Wickiup Dam from Bend, sufficient warning of a problem with the dam should be received by officials in Bend to prepare for that event should it happen

M. Transportation Accident

24 points

This hazard includes major incidents involving motor vehicles, trains, aircraft, and pipelines. Although the highest risk from this hazard would arise from the release of hazardous materials, such incidents are addressed elsewhere in this analysis. Excluding accidents involving hazardous materials, the primary risk from this hazard is an aircraft crash creating a mass casualty or mass fatality incident. Although Bend does have a major pipeline on the East side of the city, it's not in a populated area.

Bend has no history of a transportation accident rising to the level of a major emergency or disaster; however, a number of factors have combined to increase the potential for such an incident in the future. Bend's location to the flight path of the Redmond airport (that continues to have significant additional flights based on increase population growth), and the fact that highway 97 is one of the busiest highways in the State of Oregon.

Hazard Analysis Worksheet
Rating Criteria and Weight Factors

Hazard	History WF=2	Vulnerability WF=5	Max Threat WF=10	Probability WF= 7	Total Score
(A) Winter Storm	High (20)	High (50)	High (100)	High (70)	240
(B) Wildland Urban Interface Fire	High (20)	High (50)	High (100)	High (70)	240
(C) Long Term Biological	Med(10)	High (50)	High (100)	Med (35)	195
(D) Flood	High (20)	High (50)	Med (50)	High (70)	190
(E) Utility Failure	High (20)	Med (25)	Med (50)	High (70)	165
(F) Earthquake	Low (2)	High (50)	High (100)	Low (7)	159

(G) Ash Fallout	Low (2)	High (50)	High (100)	Low (7)	159
(H) HazMat Release	Low (2)	High (50)	Med (50)	Med (35)	137
(I) Civil Disturb./ Terrorism	High (20)	Low (5)	Low (10)	High (70)	105
(J) Windstorm	Med (10)	Med (25)	Low (10)	Med (35)	80
(K) Drought/Water Shortage	Low (2)	Low (5)	Low (10)	Low(7)	24
(L) Dam Failure	Low (2)	Low (5)	Low (10)	Low (7)	24
(M) Transportation Accident	Low (2)	Low (5)	Low (10)	Low (7)	24

Score for each rating criteria =
Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor
(WF)

Potential Mitigation Opportunities

The hazard identification and vulnerability analysis highlights many opportunities to increase our city's resilience with respect to disasters. In addition, the rising cost of disaster response has renewed interest in identifying ways to reduce vulnerability to disasters. Listed below are mitigation activities which are designed to reduce risk, prevent loss, and protect life, property, and the environment from future natural hazard events. They are divided into hazard-specific and multi-hazard mitigation activities.

Mitigation activities can be conducted before, during, or after disaster strikes. The most effective is, of course, pre-disaster, which hopefully prevents potential damage. Some of these activities come at the cost of staff time, while others would incur significant cost in engineering and construction. Some can be done by city staff, some must be done by residents or businesses, and some require a collaboration of public and private partners to be most effective.

Hazard-specific mitigation activities might include:

Winter Storm

- Increase public awareness of severe winter storm mitigation activities
- Develop and implement programs to keep trees from threatening lives, property, and public infrastructure from severe winter storm events
- Map and publicize locations around the county that have the highest incidence of extreme weather
- Support/encourage electrical utilities to use underground construction methods where possible to reduce outages from severe winter storms
- Develop and implement, or enhance, strategies for debris management for severe winter storm events

Wind Storm

- Increase public awareness of windstorm mitigation activities
- Develop and implement programs to keep trees from threatening lives, property, and public infrastructure during windstorm events
- Map and publicize locations around the county that have highest incidence of extreme weather
- Support/encourage electrical utilities to use underground construction methods where possible to reduce power outages from windstorms
- Develop and implement or enhance strategies for debris management for windstorm events

Flood

- Identify critical public infrastructure and facilities located in flood hazard areas and highlight those facilities as a focus for mitigation and preparedness measures
- Identify floodway obstructions
- Develop strategies to enhance the use of open space within the floodplain for flood mitigation, fish habitat, and water quality issues
- Develop outreach programs to business organizations that must manage for flood protection

- Integrate a flood hazard component into local watershed education programs
- Enhance data and mapping for floodplain information within the city, and identify and map flood-prone areas outside of designated floodplains

Earthquake

- Identify funding sources or establish tax incentives to retrofit structures that are identified as seismically vulnerable
- Encourage purchase of earthquake hazard insurance
- Pursue regulatory mandates for structural mitigation of critical facilities for the earthquake threat
- Develop public/private partnerships with building contractors and architects to pursue specific retrofitting projects
- Reduce nonstructural hazards in homes, schools, businesses, and government offices
- Ensure schools and universities, government infrastructures, and critical facilities meet current seismic standards
- Improve local capabilities to perform earthquake building safety evaluations and to record and manage building inventory data

Volcano

- Identify critical facilities and industries that may be affected by ash falls and collaborate with them on ash fall emergency response
- Collaborate with the USGS's Cascade Volcano Observatory and related agencies to create ash fall warning messages that are more appropriate for Bend
- Increase understanding of volcanic eruptions and their potential impact to Bend through a visual guide
- Strengthen response and recovery programs and develop and implement public education programs for volcanic eruption hazards

Wildfire/Urban Interface

- Educate staff on federal cost-share and grant programs, Fire Protection Agreements, and other related federal programs, so the full array of assistance available to local agencies is understood
- Inventory alternative firefighting water sources and encourage the development of additional sources
- Encourage creation and adoption of wildland interface maps to direct development requirements that assist wildfire mitigation
- Develop and implement, or enhance existing, outreach and education programs aimed at mitigating wildfire hazards and reducing or preventing the exposure of citizens, public agencies, private property owners, and businesses to natural hazards
- Increase communication, coordination, and collaboration between wildland/urban interface property owners, city and county planners, and fire prevention crews and officials to address inherent risks in wildland/urban interface areas, available prevention/protection measures, and federal mitigation assistance programs
- Implement fire mitigation activities in a manner consistent with the goals of promoting sustainable ecological management and community stability

Multi-hazard mitigation activities might include:

- Identify and pursue funding opportunities to develop and implement mitigation activities
- Present the mitigation plan to appropriate stakeholders to discuss and plan for implementation of specific action items.
- Identify, improve, and sustain collaborative programs focusing on the real estate and insurance industries, public and private sector organizations, and individuals
- Develop public and private partnerships to foster natural hazard program coordination and collaboration
- Develop benchmarks for a disaster-resistant community
- Develop inventories of at-risk buildings and infrastructure, and prioritize mitigation projects based on those providing the most benefit (at the least cost) to the population of the City of Bend
- Strengthen emergency services by maintaining the City of Bend Emergency Operation Plan, linking emergency services with hazard mitigation programs, and enhancing public education
- Develop, enhance, and implement education programs aimed at mitigating natural hazards and reducing their risk to citizens, public agencies, private property owners, businesses, and schools
- Increase technical knowledge of natural hazards and mitigation strategies, and implement policies and programs on the basis of that knowledge
- Use technical knowledge of natural ecosystems and events to link natural resource management and land use organizations to mitigation activities and technical assistance

Section 3 MITIGATION MATRIX DEFINITIONS

Mitigation - Actions carried out before, during and after an emergency or disaster which are intended to reduce the degree of risk or vulnerability to hazards present in the area.

Mitigation may be approached from a number of directions:

- a) Preventing or limiting development in hazard prone areas.
- b) Altering design or construction to reduce hazard vulnerability.
- c) Using structural measures to shield people and property from harm.
- d) Acting upon the hazard itself.
- e) Developing systems to alert people to a quickly developing hazard, protect them from the hazard, and/or move them to less vulnerable areas.
- f) Encouraging/requiring the public to participate in programs which reduce risks, minimize liability, or reduce dependence on government assistance.

SPECIFIC MITIGATION MEASURES:

(Functional Definitions)

1. **Mitigation Management** - Provides for overall management of mitigation activities. Develops goals and policy directives in support of a comprehensive mitigation plan. Ensures accurate public and employee information is disseminated.
2. **Legal Program Management** - Provides legal guidance and assistance for mitigation activities. Includes rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g. state or federal).
3. **Financial Management** - Provides guidance and procedures for cost documentation of mitigation projects and coordinates cost recovery activities including grant applications.
4. **Preservation of Vital Records** - Provides guidance and procedures for the safeguarding and preservation of vital City/County and Department records and documents. Includes, but is not limited to, records and documents that are required to be maintained by law, are essential for the continuation of services, and of a historical nature. Procedures may include transferring archival information to computer or microfiche formats, and establishment of off-site or safe storage locations for back-up files.
5. **Corrective Measures** - When structures and communities are located in hazardous areas, corrective actions are directed at working with current conditions.
 - a) **Acquisition** - Acquiring developed properties that are vulnerable to damage from local hazards. Acquisition may be achieved through purchase, donation, lease, or easement. Following acquisition, land uses more appropriate to the degree of risk are chosen.

MITIGATION MATRIX DEFINITIONS

- b) **Commercial Building and Site Modifications** - Making existing commercial structures more resistant to damage through retrofitting (e.g., flood proofing, structural bracing, etc.).
 - c) **Commercial Building Non-Structural Mitigation** - Making non-structural improvements to commercial buildings to protect people and resources in the event of a disaster (e.g., securing bookshelves to walls, anchoring computers to desks, etc.).
 - d) **Public Building and Site Modifications** - Making existing public structures more resistant to damage through retrofitting (e.g., flood proofing, structural bracing, etc.).
 - e) **Public Building Non-Structural Mitigation** - Making non-structural improvements to public buildings to protect people and resources in the event of a disaster (e.g., securing bookshelves to walls, anchoring computers to desks, etc.).
 - f) **Redevelopment and Renewal** - Rebuilding damaged areas in such a way that future damages are reduced or eliminated.
 - g) **Relocation** - Permanent evacuation of hazard prone areas through movement of people and structures to safer areas. Movement may come through physical removal or substitution. Physical relocation converts hazard prone areas to permanent open space while substitution replaces existing uses with others which are less vulnerable to the hazard.
6. **Public Works Measures** - Common engineering measures used to contain or redirect natural hazards away from developed areas.
- a) **Hazard Modification Measures** - Taking steps to eliminate hazards or modify their magnitude, duration, or location by acting on the hazard itself.
 - b) **Land Treatment** - Steps intended to reduce hazard impacts by modifying the natural environment (e.g., contour plowing, grading, soil stabilization, reestablishing ground cover, fire breaks, tree shelter belts, etc.).
 - c) **Physical Modifications** - Changing physical conditions to eliminate or reduce hazard impacts (e.g., avalanche control).
 - d) **Structural Measures** - Building structures that directly protect resources at risk (e.g., dams, levees, retaining walls, dikes, etc.).
7. **Identification, Notification, and Protective Measures** - Developing systems to detect hazards, alert the public, and quickly protect or move people to less vulnerable areas.
- a) **Alert and Warning** - Developing/enhancing systems used to alert and/or warn the public of immediately hazardous conditions (e.g., EAS, weather radio, audible and visual alarms, etc.).
 - b) **Hazard Forecasting and Prediction** - Developing/enhancing systems used to forecast, predict, or detect hazardous conditions (e.g., earthquake and volcanic eruption prediction, river gauge monitors, weather radar,

MITIGATION MATRIX DEFINITIONS

etc.).

- c) **Public Protection** - Developing systems, providing services, or installing or providing equipment designed to protect the public from hazards or to move them quickly to less vulnerable areas (e.g., sprinkler systems, smoke detectors, personal protective equipment, identified evacuation routes, etc.).

8. **Planning and Regulatory Measures** - The use of government powers and resources to guide and influence the location, type, and amount of development within a jurisdiction and to minimize the public's reliance on government-provided financial assistance following a disaster.

- a) **Building Codes** - Using performance and specification codes to establish standards for construction materials, design, and procedures.
- b) **Building Moratoria** - Delaying reconstruction after a disaster until mitigation priorities have been established.
- c) **Environmental Regulations** - Protecting sensitive natural areas by reducing hazard impact or guiding development away from the areas.
- d) **Erosion and Sediment Regulations** - Requiring the construction of catch basins and the use of soil management practices designed to minimize soil erosion and sedimentation.
- e) **Housing and Sanitary Codes** - Establishing occupancy and waste disposal codes for hazard prone areas.
- f) **Land Use Planning** - Identifying hazard areas and the types of development activity which will be permitted.
- g) **Open Space Planning** - Lessening the potential for disaster by acquiring vulnerable undeveloped areas.
- h) **Subdivision Regulations** - Establishing requirements and standards for converting raw land into building sites. Includes requirements for storm water management.
- i) **Transfer of Development Rights** - Preventing development in hazard prone areas by swapping safer land with the owner.
- j) **Zoning Ordinances** - Regulating the use of land and structures to ensure public health and safety.

9. **Public Persuasion and Encouragement Measures** - Discouraging new development in hazardous areas and encouraging practices consistent with mitigation goals.

- a) **Financial Incentives and Disincentives** - Using tax incentives, mortgage standards, and insurance credits to encourage conformance.
- b) **Public Facility Sighting** - Discouraging private development in hazardous areas by establishing clear and consistent governmental policy aimed at preventing the construction of public buildings in those areas.

MITIGATION MATRIX DEFINITIONS

10. **Public Education and Awareness Measures** - Informing and reminding the public about an area's hazards and the measures necessary to minimize potential damage and injury.

- a) **Community/Public Relations** - Providing general hazard information and mitigation steps through a formal or informal public relations program.
- b) **Public Education** - Educating target audiences about hazard mitigation through workshops, seminars, etc.
- c) **Public Hearings** - Providing hazard information and allowing/seeking public comment on mitigation efforts through public forums.
- d) **Public Information** - Distributing hazard information and mitigation information through the media.
- e) **Surveys and Polls** - Gathering information and seeking public support through the use of surveys or polls.

PREPAREDNESS MATRIX DEFINITIONS

City Preparedness

Assess Hazards, Risks & Vulnerabilities Identify the hazards that threaten the city, determine the risk the hazards pose, and assess the vulnerability of the city to these hazards. Combining these three elements - hazards, risks, and vulnerabilities - will produce a profile of the city that is basic to defining the requirements for an all-hazards emergency management capability.

Define Requirements Based on the assessment of hazards, risks and vulnerabilities, determine the requirements for directing, controlling, coordinating and managing emergency operations. Basic requirements usually include at least the following 10 items: (1) comprehensive concept of operations, (2) well-defined emergency management organization, (3) current, complete, and tested emergency operations plan, (4) designated, qualified and trained personnel, (5) survivable primary and alternate emergency operations centers, (6) survivable warning and communications systems, (7) survivable records and data bases needed to conduct emergency operations, (8) survivable vital records needed to reconstitute the government and for recovery, (9) comprehensive training and exercise programs, and (10) a continuity-of-government plan.

Assess Existing Capabilities Conduct a self-assessment of current jurisdiction capabilities (staff, plans, facilities, and equipment) to meet the requirements defined above. The product of this assessment should be a list of capabilities, with each rated as "adequate," "inadequate," or "insufficient information." Be sure to identify all possible resources.

Identify and Rank Deficiencies Conduct a careful comparison of existing capabilities with the defined requirements to identify gaps that must be filled or problems that must be remedied to achieve a comprehensive capability. Some of the identified deficiencies obviously pose more serious risks than others; so rank the deficiencies in descending order of seriousness.

Develop a Comprehensive Plan with Proposals The comprehensive plan should use the deficiencies ranking in order of importance, outline proposed remedies for each, prioritize levels of effort and funding needed to make the indicated additions or improvements, and establish a schedule for completing remedial actions. This then serves as a guide for directing available or future funds and resources to areas that yield the greatest improvement per dollar spent.

Develop Contingency Plans with Proposals An emergency may occur before the comprehensive plan has been implemented. However, contingency plans for working around the deficiencies, such as borrowing equipment from private sources or mutual aid agreements with other jurisdictions, may serve until new capabilities are in place. It is important to know the deficiencies and to plan how you will operate without a given capability.

Train, Exercise and Evaluate Once a certain level of capability is achieved, sustaining these capabilities is a continuing, iterative process of training, exercising, and evaluating. A systematic review of each of the above steps is also required to incorporate changes in hazards or risks, new requirements, lessons learned, or new

PREPAREDNESS MATRIX DEFINITIONS

demands and knowledge.

Employee Preparedness

Family Preparedness Plan and Supplies Disasters usually strike without warning and, therefore, without time to prepare. Until employees are certain that their families are safe during a disaster, they cannot turn their full attention to their departmental response and recovery responsibilities. By taking the time now to store emergency food, water supplies, extra clothing and safety equipment, and discussing their family preparedness plans, they can be assured their family can cope with disaster.

Disaster Kits - Desk, Home, and Vehicle A sudden disaster can confine you to your home, vehicle, or work place. Each employee should have sufficient emergency food and water at home, in their vehicle(s), and at their desk/work site/work area to sustain them for a minimum of 72 hours following an emergency. In some work areas, it may make sense to do bulk storage of supplies for all employees.

Emergency/Disaster Tasking Each employee should know what is expected of him/her during disasters and emergencies. All employees should be specifically tasked and trained for the duties they are expected to perform.

Emergency Operations Center (EOC)

Viable EOC Facility An EOC that is self-contained and capable of sustained operation: a fixed and/or mobile facility designed and equipped for management of the range of anticipated emergency, constructed with sufficient space to house EOC staff and equipment for day-to-day and sustained continuous operation, sited and designed to avoid or minimize threats from hazards, and equipped with primary and backup power, fuel, and life support.

Viable EOC Communications Equipped with survivable communications for warning and emergency broadcast; has connectivity with other EOCs, other jurisdictions, State and Federal governments, and key response and recovery organizations.

Identify EOC Staff Identify EOC staff from across all departments to fill out the EOC Incident Command System (ICS) structure. EOC staffing should be sized to handle both emergency activities and critical (day-to-day) services that must be continued. Sufficient personnel should be identified to staff each EOC position three-deep, to allow for illness, vacations, or other emergencies.

Train EOC Staff Identified EOC staff must attend the appropriate ICS classes, according to the training standard for the position they are identified to fill. In addition, they must be adequately trained in using the operational procedures and be tested and exercised in their position regularly.

Resident Preparedness

Family Preparedness Plan and Supplies Families should be prepared to support themselves with emergency food, water, and first aid/medical supplies for the first 72 hours after a disaster, when emergency services may not be available. Additional tools, equipment, and protective clothing may be necessary to respond to or recover from the most probable hazards (flood, wind storm, earthquake, etc.). Residents should also be trained to recognize hazards in their homes and workplaces, then take steps to reduce

PREPAREDNESS MATRIX DEFINITIONS

potential damage to the extent possible.

Special Needs Populations Elderly, non-ambulatory, hearing- or visually- impaired, young children, and others, may require special planning to reduce the potential threat from disaster. These populations should be identified before disaster strikes, since they can create the largest demand for city resources during disasters. Their best source of assistance could be as near as their neighbors, if planning is done beforehand.

Institutional Preparedness Plans and Supplies (Includes public and private schools, day care facilities, health care facilities, group homes, etc.) Institutions should be prepared to support themselves and their residents (students, clients, patients, etc.) with emergency food, water, and first aid/medical supplies for the first 72 hours after a disaster, when emergency services may not be available. Additional tools, equipment, and protective clothing may be necessary to respond to or recover from the most probable hazards (flood, wind storm, earthquake, etc.) Residents should also be trained to recognize hazards in their homes and workplaces, then take steps to reduce potential damage to the extent possible.

City Plans

Emergency Public Information Plan Procedures for distributing hazard predictions, warnings, alerts, and other emergency information to city departments through internal communications systems and the public through the media. This becomes part of the city's Emergency Operations Plan.

Continuity of Government Plan Provides for the preservation, maintenance and/or reconstitution of the city's capability to carry out daily functions, operations and services under the threat or occurrence of any emergency condition that could disrupt such processes and services. This becomes part of the city's Emergency Operations Plan.

Emergency Operations Plan Provides a framework to guide the city's effort to mitigate against, prepare for, respond to, and recover from major emergencies or disasters. Assigns responsibilities to each city department during each of the four phases of emergency management. Sets forth a strategy and documents the guidelines and agreements that have been reached in order to integrate all emergency response systems into a program for comprehensive emergency management.

Hazard Mitigation Plan Strategy for completing actions carried out before and after an emergency or disaster which are intended to permanently reduce the degree of risk or vulnerability to hazards present in the area. This becomes part of the city's Emergency Operations Plan.

Volunteer Management Plan Strategy for recruiting, training, registering, certifying, assigning, and recognizing volunteers for disaster service, including both emergent and organized volunteer groups. City procedures must include provisions for Worker's Compensation Insurance Program, for registration as emergency service workers according to ORS 401, and caring for workers' children while they volunteer.

Disaster Communications Strategy for continuing communications capability in light of power failures, common carrier service overload, traffic saturation on the available radio and telephone circuits, etc.

RESPONSE MATRIX DEFINITIONS

RESPONSE MATRIX DEFINITIONS

Response - Activities that occur during or immediately after a disaster which are designed to

save lives, protect property, and restore essential services. Such activities may include:

- a) Fire suppression
- b) Search and rescue
- c) Emergency medical treatment and transportation of victims
- d) Clearing of critical roads
- e) Emergency shelters
- f) Evacuation and traffic control

SPECIFIC RESPONSE FUNCTIONS:

(Functional Definitions)

1. **Administration**: Provides policy and guidance for administration and management of departmental and response functions during disasters and emergencies.
2. **Continuity of Government**: Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services.
3. **Legal Program Management**: Ensures all of the City's criminal and legal obligations are met. Provides legal guidance and assistance for disaster response activities. Includes assistance with preparation of disaster-related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g., state or federal).
4. **Financial Management**: Provides guidance and procedures for disaster cost documentation and contingency funding for response activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships.
5. **Environmental Services**: Provides environmentally-based technical information and support to emergency responders and managers for use in disaster response activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and river levels.
6. **Human Resource Management**: Provides for coordination of human resource support during disaster response operations. Includes assistance with staffing of the Emergency Operations Center (EOC) and other coordination centers (e.g. phone banks, volunteer staging areas), payroll continuation, coordination of employee volunteers (including multi-lingual services), and implementation of employee assistance and family contact/support programs (may include child care for on-shift

RESPONSE MATRIX DEFINITIONS

employees).

7. Dignitary/VIP Coordination: Provides for coordination of dignitary/VIP visits during disaster response activities. Arranges schedules and logistics, provides escort, ensures appropriate protocols are followed, and coordinates with impacted/interested staff.
8. Missing Persons Locator: Documents reports of missing persons and responds to requests for information concerning missing/found persons. Coordinates with other agencies and organizations (including law enforcement, volunteer organizations, and hospitals).
9. Volunteer Coordination: Provides for recruitment, training, registration, certification, assignment, supervision, and recognition of emergent volunteers. May also ensure child care is provided for on-shift volunteers. (Lead agency may not perform all these functions, such as certification and supervision, but would ensure all functions are properly performed by the various city departments using the volunteers.)
10. Donations Management: Provides for the coordination of donations to disaster victims, including informing the general public, through the PIO, of specific items needed. Works with businesses, private non-profit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services. May work with the county donations manager to coordinate a county-wide program.
11. Alert and Warning: Provides warning, emergency information, and guidance to the public.
12. Direction and Control: Provides for activation of emergency operations plans and procedures, enables direct initiation of actions required to carry out emergency management, and provides for the assignment and coordination of responsibilities for immediate response to an emergency situation. Develops and implements tactical goals for incident response, as well as policies and procedures for maintaining City daily operations and services.
13. Incident Command: Provides for overall management of response operations/activities. Develops strategic goals and policy directives for management of the emergency. Keeps elected officials informed of the situation and provides advice on required decisions and appropriate actions. Ensures accurate public information is disseminated. Provides for the safety and welfare of the public and response personnel.
14. EOC Management: Provides for management of the EOC and coordination with other jurisdictions. Includes development and implementation of EOC policies and procedures, preparation of staffing plans, and management of the EOC staff.
15. Communications/Automation: Provides the communications and automated data processing abilities for direction and control of emergency operations as well as for continued daily operations. This includes: identifying actions to protect current resources, procedures for prioritizing and sharing limited resources, and maintaining procedures for procurement of additional resources during emergencies. Communications/Automation resources include, but are not limited to, city and

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amateur radio equipment and operations, facsimile machines, telephones, cellular phones, copiers, and computers.

16. Emergency Public Information: Provides for increased public awareness of existing and potential emergency conditions and provides channels for educating the public on actions to take before and during the emergency. Collects, controls, and disseminates information to advise the public of the emergency conditions and available assistance. Minimizes the impact of misinformation, rumors, etc. Coordinates with own agency staff, other agencies, the EOC, public information phone centers, and the media.
17. Resource Management: Provides for coordination of the materials, personnel, equipment, and facilities for a disaster response mission.
18. Evacuation: Provides for evacuation of the public whenever required. Includes alert and notification, transport, traffic control, and sheltering.
19. Law Enforcement: Provides for the protection of lives and property by maintaining law and order. Also provides for traffic and crowd control, access control, and security.
20. Search and Rescue: Provides for ground, water, and airborne operations to locate, identify, and remove lost, trapped, or stranded persons from a stricken area. Also provides for treatment of the injured to make them ready for transport.
21. Heavy Rescue: Provides for the rescue of victims trapped in collapsed structures or under other similar circumstances which require the use of heavy or specialized equipment, specially trained personnel, or other unique resources.
22. Fire Suppression: Provides for management, conduct, and coordination of fire fighting activities including the use of mutual aid agreements with neighboring jurisdictions.
23. Hazardous Materials: Provides for protection of personnel and the environment from the effects of actual or potential hazardous materials releases. Includes procedures for monitoring and predicting the effects of a release, abatement, and decontamination of personnel and the environment.
24. Emergency Medical: Provides for triage and initial treatment of emergency medical cases and for transportation of victims to medical care facilities.
25. Infrastructure Management: Prioritizes critical public facilities and provides for effective emergency repairs to and maintenance of them. Includes inspection of critical facilities, debris removal necessary to reestablish critical services, clearance of key transportation routes, repair of traffic signals, lighting, and sanitation facilities, and relocation and/or restoration of other critical government functions/services. Initiates activities for locating and leasing temporary office and storage space for, and the retrieval of needed resources from, critical government buildings.
26. Engineering/Construction: Provides technical advice and evaluations, engineering services, construction management and inspection, and emergency contracting services for public facilities during a disaster.

RESPONSE MATRIX DEFINITIONS

27. Damage Assessment: Provides for preliminary financial estimates and comprehensive descriptions of the nature and extent of damage.
28. Transportation: Provides transportation (road, rail, water, and air) for personnel, equipment, and supplies to perform disaster assistance missions. Also provides for public transport during evacuations and coordination of public transportation systems during response activities. Includes maintenance and repair of transport vehicles.
29. Health: Coordinates the delivery of health care to the civilian population and addresses broad public health issues including vector control, solid waste disposal, potable water/wastewater, worker health and safety, emergency pharmaceuticals, and medical/health equipment and supplies.
30. Shelter and Care: Provides emergency public services during a disaster including shelter, Food, water, clothing, and counseling. Includes the development and implementation of management and transportation plans for food and potable water. Works closely with the American Red Cross to provide for these services.
31. Mortuary: Provides for victim identification, temporary morgue facilities, and the processing, preparation, and disposition of human remains.
32. Animal Control/Sheltering: Provides policies and procedures addressing animal control and sheltering following a disaster. Includes capture, transportation, sheltering, and feeding of pets, live stock, and wild animals. Also includes the disposal of animal remains.
33. Utilities: Provides for the facilitation and coordination of efforts to restore critical utility services following a disaster. Includes phone, power, water, cable, and sanitation.
34. Preservation of Records: Provides guidance and procedures for the safeguarding and preservation of vital records and documents. Includes, but is not limited to, records and documents that are required to be maintained by law, are essential for the continuation of services, and of a historical nature. Procedures may include transferring archival information to computer or microfiche formats, and establishment of off-site or safe storage locations for back- up files.

Note: As appropriate, all functions address the needs of special populations including, but not limited to, persons with disabilities, the elderly, and non-English speakers.

Recovery - Actions carried out during or after an emergency which are required to return the jurisdiction to a normal or better than normal condition. This could include reconstruction of roads and government buildings as well as securing financial aid for disaster victims.

- a) Short-term recovery returns vital life support systems to at least minimum operating standards.
- b) Long-term recovery may go on for years until the entire disaster area is completely redeveloped, either as it was before the disaster or for entirely new purposes.

RESPONSE MATRIX DEFINITIONS

SPECIFIC RECOVERY FUNCTIONS:

(Functional Definitions)

1. Administration: Provides policy and guidance for administration and management of departmental and recovery functions during disasters and emergencies.
2. Continuity of Government: Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services.
3. Legal Program Management: Ensures all of the City's criminal and legal obligations are met. Provides legal guidance and assistance for disaster recovery activities. Includes assistance with preparation of disaster related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g., state or federal).
4. Financial Management: Provides guidance and procedures for disaster cost documentation and contingency funding for recovery activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships. Also assesses disaster impacts on municipal bonds and insurance, examines taxation issues such as property reassessment and coordination of cost recovery activities including grant applications for government entities.
5. Environmental Services: Provides environmentally based, technical information and support for management of recovery activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and river levels and advice on solid waste disposal and environmental permitting.
6. Human Resource Management: Provides for coordination of human resource support during disaster recovery activities. Includes assistance with staffing of the Emergency Operations Center (EOC) and other coordination centers (e.g., phone banks), payroll continuation, coordination of employee volunteers (including multi-lingual services), continuation of employee assistance and family contact/support programs, and employee education regarding disaster reimbursement policies.
7. Dignitary/VIP Coordination: Provides for coordination of dignitary/VIP visits during disaster recovery activities. Arranges schedules and logistics, provides escort, ensures appropriate protocols are followed, and coordinates with impacted/interested staff.
8. Volunteer Coordination: Provides for recruitment, training, registration, certification, assignment, and recognition of volunteers.
9. Donations Management: Provides for the coordination of donations to disaster victims, including informing the general public, through the PIO, of specific items needed. Works with businesses, private non-profit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services.

RESPONSE MATRIX DEFINITIONS

10. Direction and Control: Provides for the assignment and coordination of responsibilities for management of disaster recovery activities. Develops and implements tactical goals for recovery operations and procedures for maintaining city daily operations and services. Organizes incident debriefings and critiques.
11. Recovery Management: Provides for overall management of recovery activities. Develops strategic goals and policy directives to guide both short and long term recovery. Keeps elected officials informed of the situation and provides advice on required decisions and appropriate actions. Ensures accurate public information is disseminated. Provides for the safety and welfare of the public and recovery personnel.
12. EOC Management: Provides for management of the EOC and coordination with other jurisdictions. Includes development and implementation of EOC policies and procedures, preparation of staffing plans, and management of the EOC staff.
13. Communications/Automation: Provides the communications and automated data processing abilities for direction and control of recovery activities as well as for continued daily operations. This includes: identifying actions to protect current resources, procedures for prioritizing and sharing limited resources, and maintaining procedures for procurement of additional resources during emergencies. Communications/Automation resources include, but are not limited to, city and amateur radio equipment and operations, facsimile machines, telephones, cellular phones, copiers and computers.
14. Public Information: Provides channels for educating the public on actions to take during the recovery period. Collects, controls, and disseminates public safety, public service, and general assistance information. Minimizes the impact of misinformation, rumors, etc. Organizes "Town Hall" meetings. Coordinates with own agency staff, other agencies, the EOC, public information phone centers, and the media.
15. Resource Management: Provides for coordination of the materials, personnel, equipment, and facilities for disaster recovery activities.
16. Law Enforcement: Provides for the protection of lives and property by maintaining law and order. Also provides for traffic and crowd control, access control, re-entry, and security.
17. Infrastructure Management: Prioritizes essential public facilities and provides for coordination of personnel and resources necessary to make temporary or permanent repairs to them. Also includes locating and leasing temporary office and storage space and the retrieval of needed resources from damaged public buildings.
18. Engineering/Construction: Provides technical advice and evaluations, engineering services, construction management and inspection, and contracting services during the disaster recovery period.
19. Damage Assessment: Ensures that procedures and expertise are available to assess the safety and serviceability of essential government facilities (e.g., EOCs, shelters, hospitals, police and fire stations, schools, highways, bridges, airports, public works, etc.), commercial buildings, and residential occupancies. Establishes

RESPONSE MATRIX DEFINITIONS

building/structure accessibility/usability.

20. Debris Management: Provides for the removal, temporary storage, and disposal of disaster- related debris including hazardous and other contaminated materials. Coordinates with waste haulers, transfer stations, landfill sites, and other disposal facilities.
21. Demolition: Ensures that appropriate policies, agreements, and procedures are in place to facilitate the demolition of public and private structures considered unsafe for habitation or declared an imminent hazard.
22. Rezoning and Land Use: Ensures ordinances, policies, and procedures are in place to allow expeditious zoning and land use decisions following a disaster. Includes procedures for building moratoria, fast-track permitting, permit restrictions, and fee waivers and coordination and oversight of repairs to historic buildings.
23. Transportation: Provides transportation (road, rail, water, and air) for personnel, equipment, and supplies to perform disaster recovery activities. Also provides for public transport for dislocated citizens and for coordination of public transportation systems during recovery activities. Includes maintenance and repair of transport vehicles.
24. Mental Health/Counseling: Provides for social and psychological counseling for disaster victims, emergency service workers, and disaster recovery workers.
25. Temporary and Long Term Housing: Provides for relocation of citizens displaced by a disaster and ensures that housing is available throughout the recovery period.
26. Animal Control/Sheltering: Provides policies and procedures addressing animal control and sheltering following a disaster. Includes sheltering, feeding, and release of pets, livestock, and wild animals.
27. Disaster Assistance: Provides policies and procedures for and information concerning federal, state, local, private, and non-profit disaster assistance programs.
28. Business Resumption: Provides policies and procedures to facilitate the re-establishment of normal commercial business activities following a disaster. Includes policies/procedures for deferral of taxes and fees, availability and use of grants, disaster assistance applications, and relocation guidance.
29. Utilities: Provides for the facilitation and coordination of efforts to fully restore utility services following a disaster. Includes phone, power, water, cable, and sanitation.
30. Preservation of Records: Provides guidance and procedures for the salvaging of damaged vital records and documents as well as the restoration of information and record systems.

Note: As appropriate, all functions address the needs of special populations including, but not limited to, persons with disabilities, the elderly, and non-English speakers

Mitigation Matrix

CITY OF BEND		City Departments/Other Agencies																								
		Admin	Building	Municipal Court	Emergency Operations Center	Emergency Coord.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Maintenance	Planning	Police	Public Works	Public Transportation	Utility Billing	Water Treatment	Other - Risk Management	Other - Water Master	Other - County Health	Other- Animal Control	Other - USA	
Local Plan Annex	FUNCTIONS P = Primary S = Support I = Information																									
	MITIGATION MANAGEMENT		S			S				S					S	S		S				P				
	LEGAL PROGRAM MGT	P																			S					
	FINANCIAL MANAGEMENT					S			P																	
	PRESERVATION OF RECORDS	P																								
	CORRECTIVE MEASURES																									
	-Acquisition	S						S	S												P					
	-Commercial Bldg. & site Mods		P							S																
	-Commercial Bldg. Non-Struct. Mit.		P			S				S																
	-Public Bldg. & Site Mods		S					P																		
	-Public Bldg. Non-Structural Mit.		S			S		P		S																
	-Redevelopment and Renewal		S				S								P						S					
	-Relocation		S												P						S					
	PUBLIC WORKS MEASURES																									

Mitigation Matrix

CITY OF BEND		City Departments/Other Agencies																							
		Admin	Building	Municipal Court	Emergency Operations Center	Emergency Coord.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Maintenance	Planning	Police	Public Works	Public Transportation	Utility Billing	Water Treatment	Other - Risk Management	Other - Water Master	Other - County Health	Other- Animal Control	Other - USA
Local Plan Annex	FUNCTIONS P = Primary S = Support I = Information																								
	-Hazard Modification Measures						S								S		D				—				
	-Land Treatment						S								S		D				—				
	-Physical Modifications						S								S		D				—				
	-Structural Measures						S								S		D				—				
	IDENTIFICATION, NOTIFICATION, & PROTECTIVE MEASURES																								
	-Alert and Warning					P	P			S						S	S								
	-Hazard Forecasting and Predict.					P																			
	Public Protection		S			S	S			P					S	S	S								
	PLANNING AND REGULATORY MEASURES																								
	-Building codes		P												S										
	-Building Moratoria		S				S								P										
	-Environmental Regulations						S								P										
	-Erosion & Sediment Regulations						S								P										

Mitigation Matrix

CITY OF BEND		City Departments/Other Agencies																							
		Admin	Building	Municipal Court	Emergency Operations Center	Emergency Coord.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Maintenance	Planning	Police	Public Works	Public Transportation	Utility Billing	Water Treatment	Other - Risk Management	Other - Water Master	Other - County Health	Other- Animal Control	Other - USA
Local Plan Annex	FUNCTIONS P = Primary S = Support I = Information		P				S			S					S										
	-Housing and Sanitary Codes																								
	-Land Use Planning							I													S				
	-Open Space Planning																								
	Subdivision Regulations						S																		
	Transfer of Development							S																	
	-Zoning Ordinances																								
	PUBLIC PERSUASION & ENCOURAGEMENT MEASURES																								
	-Financial Incentives & disincentives	S							S												P				
	-Public Facility Sighting							S							P						I				
	PUBLIC EDUCATION & AWARENESS MEASURES																								
	-Community/Public Relations					P				S						S									
	-Public Education					P				S						S									
	-Public Information					P				S															
	-Public Hearings					P				S															
	-Surveys and Polls					P				S															

CITY OF BEND

City Departments/Other Agencies

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CITY OF BEND		City Departments/Other Agencies																									
		Local Plan Annex	Fed ESF	Admin	Building	Municipal Court	Emergency Operation Center	Emergency Coord.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Maintenance	Planning	Police	Public Works	Public Transportation	Utility Billing	Water Treatment	Other - Risk Manager	Other - Water master	Other - County Health	Other - Animal Con.	Other - USA
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Response Matrix

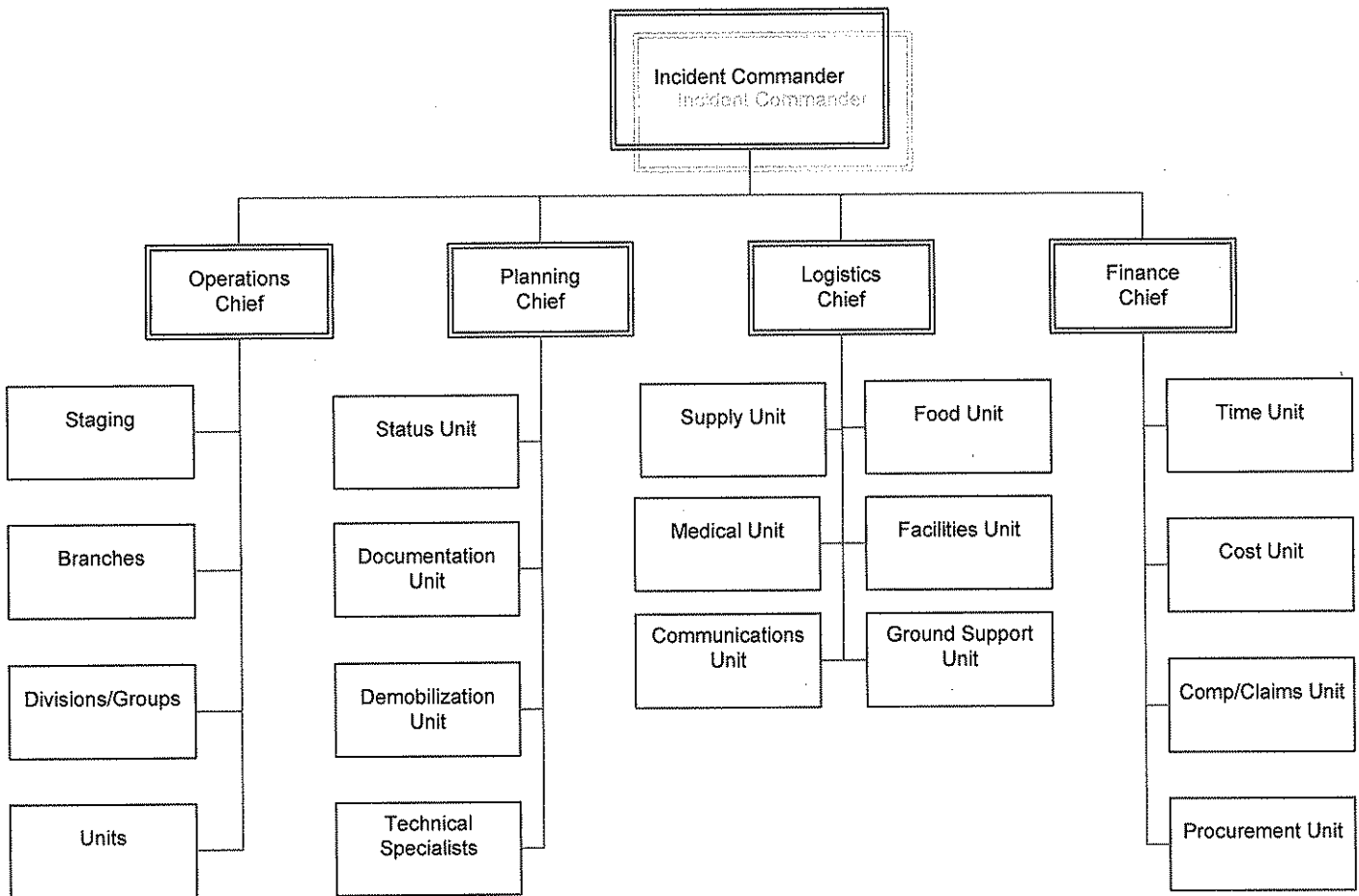
CITY OF BEND			City Departments/Other Agencies																						
City Plan Annex	Federal ESF	FUNCTIONS P = Primary S = Support I = Information	Admin	Building	Municipal Court	Emergency Coord.	Emergency Ops Ct.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Planning	Police	Public Transportation	Public Works	Utility Billing	Water Treatment	Other - Water Mast.	Other - Co. Health	Other - Animal Con.	Other - USA	
	3	Infrastructure Maint./Repair	I	S				S					S					S							
	3	Engineering / Construction	I	S				P	S									S							
	3	Damage Assessment	I	P		I		S		I	I					I		S							
	1	Transportation	I			S	P										S								
	8	Health	I				P											S							
	6,11	Shelter and Care	I			S	P															S			
	8	Mortuary	I				P		S		S					S		S				S			
		Animal Control/Sheltering					P																S		
	12	Utilities	I			P	P	S					S						S	S	S				
		Preservation of Records	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S				
P* - Primary responsibility assigned according to the primary hazard; others assume a support role.																									

Recovery Matrix

CITY OF BEND			City Departments/Other Agencies																				
			Admin	Building	Municipal Court	Emergency Coord.	Emergency Ops Ct.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Planning	Police	Public Works	Public Transportation	Water Treatment	Other - Water Mast.	Other - Co. Health	Other - Animal Con.	Other - USA
City Plan Annex	Federal ESF	FUNCTIONS P = Primary S = Support I = Information	Administration	P						S													
			Continuity of Government	P													S						
			Legal Program Management	P		S				S													
			Financial Management	S		S				P													
			Environmental Services			P	P*	S									S	S	S	S			S
	7		Human Resource Manager	I		S	P*			S		P	S										
			Dignitary /VIP Coordination	S		S					S						P	S					
	6		Volunteer Coordination			S	P*				S	S					S	S					
	6,11		Donations Management			S				P													
	2		Direction and control	P	I	I	S*	I	I	I	I	I	I	I	I	I	I	I	I				
			Recovery management	P		S	P*			S		S											
			EOC Management	I		P					S												
	2		Communications/Automation	I		S				S	S		P										
			Public Information	P	S	S	P*	S			S						S	S					
	7		Resource Management	I	S	S	P*	S	S	S	P**	S	S	S	S	P**	P**	P**	S*				
			Law Enforcement	I												P	S						
	3		Public Building Management	I	S			S	P	S			S				S						
	3		Engineering / Construction	I	S			P		S	S						S						
	3		Damage Assessment	I	P	S	S	S	S	S	S			S			S						
			Debris Management	I		S					S						P						
			Demolition	I	P			S			S			S		I	S						
			Rezoning and Land Use	I	S			S							P								
			Transportation				P*										S						
			Mental Health/Counseling				P*			S		S										S	
			Temporary, Long Term Housing	I		P*									P								

CITY OF BEND		City Departments/Other Agencies																					
	Federal ESF		Admin	Building	Municipal Court	Emergency Coord.	Emergency Ops Ct.	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Library	Planning	Police	Public Works	Public Transportation	Water Treatment	Other - Water Mast.	Other - Co. Health	Other - Animal Con.	Other - USA
City Plan Annex							P	P*	I	S	I						S					S	
							P	P*		S	I						I						
			P	S	S	S		S		S													
	12 Utilities		I			P*	P*	\$					S				S	S*					S
	Preservation of Records		P	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*					
		P* - Primary Responsibility in EOC until deactivated																					
		P** - Primary after EOC deactivation, according to the primary hazard																					
		S* - Support responsibility assigned to disaster-affected departments																					

Incident Command Structure (ICS)



Incident Command System (ICS)

Position Summary

Incident Commander

- ☐ Verify the hazard or threat
- ☐ Determine the need to provide immediate alert & warning to residents
- ☐ Ensure appropriate notifications to City Manager, Fire Chief, Police Chief, Public Works Director
- ☐ Direct implementation of alert & warning, as appropriate
- ☐ Direct the allocation of resources
- ☐ Direct demobilization of resources
- ☐ Maintain unit log

Public Information Officer

- ☐ Write alert & warning messages
- ☐ Initiate and maintain contact with media
- ☐ Provide "rumor control" to prevent misinformation from spreading
- ☐ Coordinate with surrounding jurisdictions, as appropriate, to ensure consistent alert & warning messages
- ☐ Maintain unit log

Safety Officer

- ☐ Participate in planning meetings.
- ☐ Identify hazardous situations associated with the incident
- ☐ Review the Incident Action Plan for safety implications
- ☐ Exercise emergency authority to stop and prevent unsafe acts
- ☐ Investigate accidents that have occurred within the incident area
- ☐ Assign assistants as needed
- ☐ Review and approve the medical plan
- ☐ Maintain Unit Log

Operations Section Chief

- ☐ Implement alert & warning function
- ☐ Assign and supervise resources
- ☐ Maintain accountability for resources
- ☐ Consult with Incident Command and Planning regarding broad overall strategy
- ☐ Communicate strategy and assignments to subordinate officers
- ☐ Coordinate with Logistics as necessary
- ☐ Maintain unit log

Planning Section Chief

- ☐ Recommend appropriate protective action strategies to be included in alert & warning messages
- ☐ Recommend best alert & warning delivery method(s)
- ☐ Determine personnel and equipment requirements to implement
- ☐ Track status of alert & warning function
- ☐ Plan for demobilization of resources
- ☐ Maintain unit log

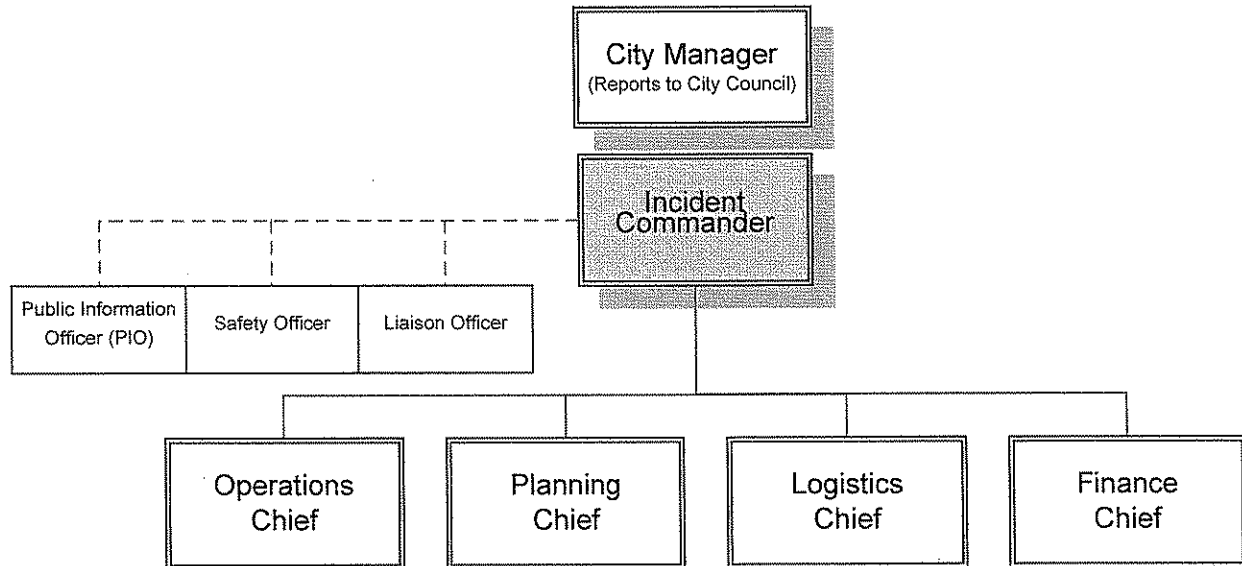
Logistics Section Chief

- ☐ Staff the alert & warning function, as directed by Incident Command
- ☐ Release resources to Operations, as directed by Incident Command
- ☐ Develop communications plan to support alert & warning function
- ☐ Provide any additional communications equipment required to support alert & warning function
- ☐ Maintain unit log

Finance Section Chief

- ☐ Manage all financial aspects of an incident
- ☐ Provide financial and cost analysis information as requested
- ☐ Gather pertinent information from briefings with responsible agencies
- ☐ Develop an operating plan for the Finance/Administration Section; fill supply and support needs
- ☐ Determine need to set up and operate an incident commissary
- ☐ Meet with Assisting and Cooperating Agency Representatives as needed
- ☐ Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters
- ☐ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy
- ☐ Provide financial input to demobilization planning
- ☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed

Incident Commander Position Checklist



Functional Description

- ☐ Responsible for the overall management of the emergency
- ☐ Responsible for the development and implementation of strategic goals and objectives
- ☐ Responsible for approving the ordering and release of resources
- ☐ Responsible for any functions not assigned/delegated
- ☐ May be single (one person from one agency), or unified (shared with other personnel from other city department, agencies or jurisdictions who share authority for the incident)
- ☐ May be assumed by the City Manager, who has responsibility for operations within the City of Bend under the Municipal Code

Reports to: City Manager

Reports to You: Command Staff (Information, Liaison, and Safety Officers) General Staff (Operations, Planning, Logistics, and Finance Section Chiefs)

The following checklist should be considered minimum requirements for this position. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Supervise Command and General Staff; ensure welfare and safety of incident personnel.
- ☐ Obtain initial briefing (ICS 201 and/or EOC Staff Briefing Form).
- ☐ Assess incident situation.
 - Review the current situation status and initial strategic objectives.
 - Ensure that all County, State and Federal agencies impacted by the incident are notified.
- ☐ Determine need for/establish Unified Command (see Planning Process for information on Command Meeting for Unified Commanders).
- ☐ Authorize evacuation request, as necessary.
- ☐ Determine appropriate reception area and/or work with American Red Cross to determine shelter locations.
- ☐ Authorize use of the Emergency Alerting System (EAS) and/or the Community Notification System (CNS) to alert and warn public.
 - Confirm that an *imminent, life-threatening situation* requires immediate protective action instructions to the general public using EAS/CNS. (If not, work through "normal" news media contacts and *do not activate EAS.*)
 - Review and approve protective action statement. (EAS technology requires the message is less than 2 minutes of audio.)
 - Ensure that City Manager and EOC staff have been informed of EAS/CNS activation.
 - Provide a written copy of the protective action statement.
 - Ensure that EAS/CNS resources are informed when their services are no longer needed.
 - Complete and sign Warning Log
- ☐ Request activation of Emergency Operations Center (EOC). Ensure key personnel are aware of the location and status of EOC.
- ☐ Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents.
 - Confirm dispatch and arrival times of activated resources.
 - Confirm work assignments.
- ☐ Direct the call back of off-duty personnel as needed (keep in mind the possible need to staff additional shifts).
- ☐ Brief staff
 - Identify strategic incident goals and any policy directives for the management of the incident.
 - Provide a summary of current organization.
 - Provide a review of current incident activities.

- Determine the time and location of first planning meeting.
- Define required level of operational security.
- Define rules of engagement and conditions for aborting mission.
- ☐ Determine information needs and inform staff of requirements.
- ☐ Notify Mayor and City Council of incident, and keep them informed as to incident status and activities. Include Mayor or selected Council representative in planning meetings as appropriate.
 - Determine status of Disaster Declaration
- ☐ Establish parameters for resource requests and releases.
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders which require Command authorization.
- ☐ Authorize release of information to the media.
 - If operating within a Unified Command, ensure all IC's sign release.
- ☐ Establish level of planning to be accomplished.
 - Written Incident Action Plan
 - Contingency Planning
 - Formal planning meeting
- ☐ Ensure planning meetings are conducted as indicated:

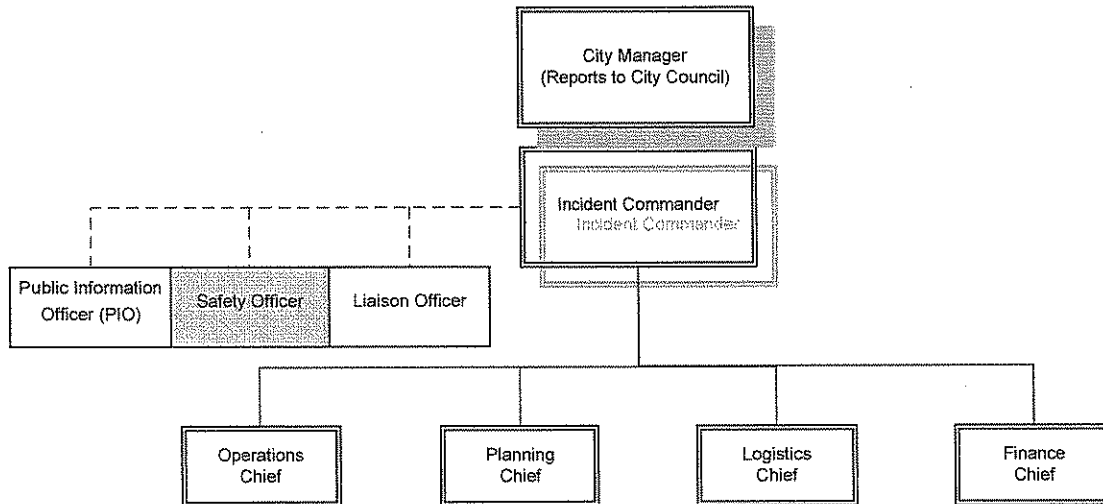
Planning Process Checklist

		Task Primary Responsibility
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- ☐ Approve and authorize implementation of the Incident Action Plan.
 - Review IAP for completeness and accuracy
 - Verify that objectives are incorporated and prioritized.

- Sign ICS 202
- Ensure Command and General Staff coordination.
 - Periodically check progress on assigned tasks of Command and General Staff personnel.
 - Approve necessary changes to strategic goals and action plan.
 - Ensure that Liaison Officer is making periodic contact with participating agencies.
- Review applicable hazard-specific annex(es).
- Declare state of emergency as necessary.
 - See City of Bend Municipal Code Section 1.520 and Section I of the Emergency Management Plan.
 - Request a special session of the Council to ratify the declaration.
 - Ensure declaration is forwarded to Deschutes County EOC.
- Review and approve Situation Status Reports and Damage Assessments from Planning Section prior to forwarding to Deschutes County.
- Document all significant actions and information on Unit Log (ICS214).

Safety Officer Position Checklist



The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will ordinarily correct unsafe strategies and tactics through the planning process, and unsafe acts through the regular chain of command, although the Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer approves the Medical Plan (ICS - 206), and includes safety messages in each Incident Action Plan. The Safety Officer is responsible for developing and approving the (215 A) Risk Hazard analysis/LCES with Operations and Planning. When the EOC is activated, the Supervisory Safety Officer will report to the EOC to provide overall safety oversight. Assistant Safety Officers will be assigned to high-risk on-scene operations (in the event of a hazardous materials incident, the Hazmat Team Safety Officer will be assigned as the scene Assistant Safety Officer, and will report to the Supervisory Safety Officer). Depending upon the needs of the incident, the Safety Officer may require additional staff from other disciplines, or special technical support.

Reports to: Incident Commander

Reports to You: Assistant Safety Officers, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident. Obtain briefing from the Incident Commander and/or from the initial on-scene Safety Officer.

- ☐ Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
- ☐ Staff and organize function as appropriate. In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline. Multiple high-risk operations may require an Assistant Safety Officer at each site. Request additional staff from the appropriate lead agency.
- ☐ Identify potentially unsafe acts.
- ☐ Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations.
- ☐ Ensure adequate sanitation and safety in food preparation.
- ☐ Debrief Assistant Safety Officers prior to planning meetings.
- ☐ Participate in planning and tactics meetings.
 - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
 - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

Planning Process Checklist

		Task Primary Responsibility
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- ☐ Participate in the development of Incident Action Plans.
 - Review and approve Medical Plan (ICS 206)

- Provide safety message.
- Assist in the development of "Special Instructions" block of ICS 204 as requested by the Planning Section.
- ☐ Investigate accidents that have occurred within incident areas.
 - Ensure accident scene is preserved for investigation.
 - Ensure accident is properly documented.
 - Coordinate with Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
 - Prepare accident report
 - Recommend corrective actions to IC and Department.
- ☐ Coordinate Critical Incident Stress, hazardous materials, and other debriefings as necessary.
- ☐ Review hazard specific annex.
- ☐ Maintain Unit Log (ICS - 214).
- ☐ Develops and approves (ICS-215A) Incident Action Plan Safety Analysis

Safety Staff

Assistant Safety Officer

The Assistant Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations associated with high risk tactical operations, and developing measures for assuring personnel safety. The Assistant Safety Officer will ordinarily correct unsafe acts through the regular chain of command, although the Assistant Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

Report to: Supervisory Safety Officers

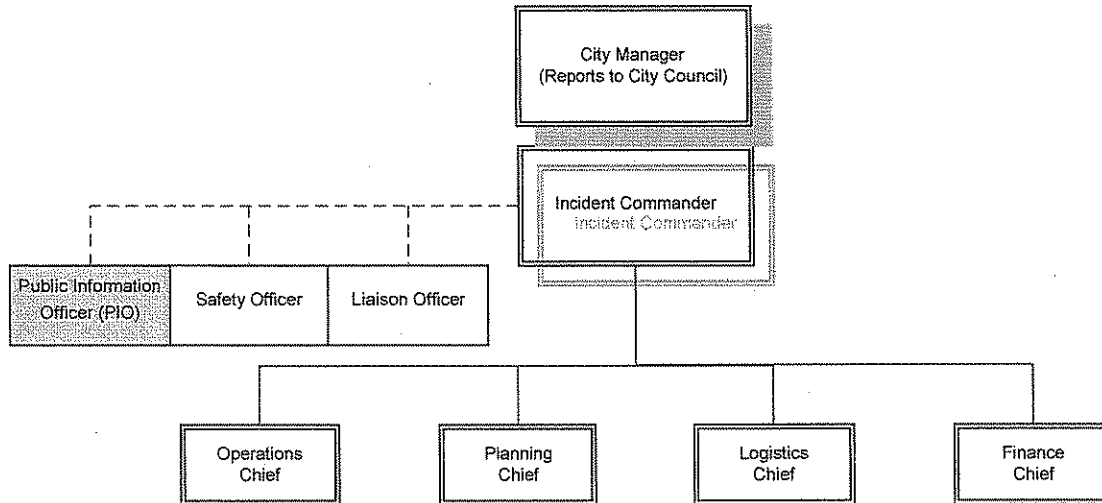
Reports to You: Technical Specialists as assigned

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Supervisory Safety Officer.
 - Determine operational assignment.
 - Determine location of operational assignment
- ☐ Identify hazardous situations associated with the assigned operation(s). Ensure adequate and appropriate levels of protective equipment are available, and being used.
- ☐ Determine the need for additional Assistant Safety Officers, or for technical assistance. Request through the Supervisory Safety Officer.
- ☐ Identify potentially unsafe acts.
- ☐ Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations; report your actions to the Supervisory Safety Officer.
- ☐ Debrief Supervisory Safety Officer prior to planning meetings.
 - Discuss safety concerns on current and proposed tactics.

- Identify corrective actions, or alternate tactics.
 - Assist in identifying appropriate levels of protective equipment.
- Participate in planning and tactics meetings as requested.
- Assist in the investigation of accidents that have occurred within incident areas.
 - Ensure accident scene is preserved for investigation.
 - Ensure accident is properly documented.
 - Coordinate with Supervisory Information Officer, Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
 - Assist in the preparation of accident reports.
- Maintain Unit Log (ICS - 214).

Public Information Officer (PIO) Position Checklist



The Public Information Officer (PIO), a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media, the public, City employees, and other agencies and organizations. Depending upon the needs of the incident, the Lead PIO in the EOC may be assisted by additional public information staff in the EOC and/or on scene. **Any functions not assigned/delegated by the Incident Commander remain the responsibility of the Public Information Officer.**

Public Information Officer reports to: Incident Commander

Reports to You: Protective Action Officer, JIC Officer, Internal Information Officer, Field Information Officer(s)

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Incident Commander.
 - Determine current status of Incident (ICS 209 or equivalent)
 - Identify current organization (ICS 201, ICS 203, t-cards)
 - Determine point of contact for media (PIO at scene or EOC or separate)
 - Determine current media presence
- ☐ Determine status of alert and warning and use of the Emergency Alert System. With the IC, determine who will be responsible for managing alert and warning.
 - How often and under what conditions will the Emergency Alert System (EAS) be used.
 - What other impacted agencies or jurisdictions may also be using the EAS.
- ☐ Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance warning notice to shut down processes?
- ☐ Publicize evacuation plan and instructions to the public with the Emergency Alert System or local television and radio stations, in cooperation with Planning, Logistics, and Operations Sections, and with approval of the Incident Commander.
- ☐ Coordinate the development of public address and door-to-door protective action statements with Operations.
- ☐ Prepare initial information summary as soon as possible after activation. If no other information is available, consider the following general statement:

We are aware that an (accident/incident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will notify the press at least 1/2 hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

- ☐ Arrange for necessary work space, materials, telephones, and staff. Consider activating:
 - Protective Action Information Officer
 - Information Center Manager
 - JIC Officer (Joint Information Center)

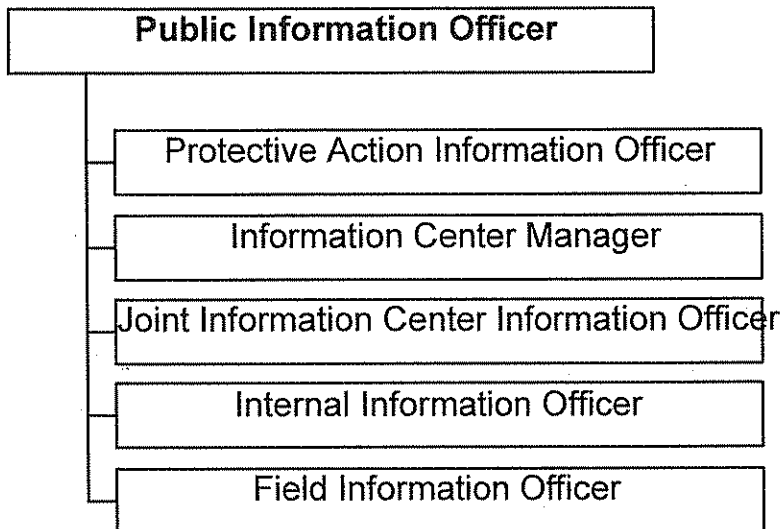
- Internal Information Officer
 - Field Information Officer
- Establish contact with local and national media representatives as appropriate.
- Establish location of Information Center for media and public, away from EOC.
- Establish schedule for news briefings.
- Coordinate with Logistics the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- Obtain current incident status reports from the Planning Section; coordinate a schedule for updates.
- Observe constraints on the release of information imposed by the Incident Commander, and according to guidance provided in Section 2-d, Public Information, of the Emergency Management Plan.
- Obtain approval for information release from Incident Commander.
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other incident management team members.
 - Confirm who can authorize information releases in the absence of the IC.
- Release news to media, and post information in the EOC and other appropriate locations.
- Record all interviews and copy all news releases. Contact media to correct erroneous or misleading information being provided to the public via the media.
- Update City Departments on a regular basis. Electronic mail may be used for Department updates (use the "Department Managers" and "Departmental Information" e-mail groups for immediate, simultaneous messages); establish phone line in the EOC dedicated to internal communications to update the Switchboard and "rumor control." Provide standard statement to respond to the general public's requests for information.
- Coordinate information releases with Information staff from other impacted jurisdictions.
- Ensure that information provided to the public is consistent across jurisdictional boundaries when appropriate.
- Update Dispatch.
- Attend Planning meetings and participate in the planning process:

Planning Process Checklist

		Task Primary Responsibility
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- ☐ Respond to special requests for information.
- ☐ Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
- ☐ Confirm the preferred method for release of information to evacuees and families.
- ☐ Confirm the process for the release of information on deceased names and numbers.
- ☐ Review hazard-specific annex.
- ☐ Document all activity on unit log (ICS 214).

Public Information Staff



Protective Action Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

Protective Action IO reports to:

Supervisory Public Information Officer

- ☐ Receive briefing from Supervisory Public Information Officer or Incident Commander.
- ☐ Determine status of the Emergency Alert System. If activated, obtain copy of current message.
 - Confirm how often and under what conditions the EAS should be used.
 - Confirm that use of the EAS has been coordinated with other impacted jurisdictions.
- ☐ Confirm information on current alert. Include:
 - Geographic boundaries of area affected.
 - Evacuation routes.
 - Traffic control points.
 - Reception or shelter area.
 - Protective actions.

The following may be used to assist in the formulation of protective action statements:

SHELTER IN-PLACE:

"At *(time)* today, City of Bend public safety officials reported an industrial accident involving hazardous materials. The accident occurred at *(location and time)* today. The Incident Commander, City Manager, and the Fire and Police Chiefs request that all persons in *(names of areas)* should remain inside their houses or other closed building until public safety officials announce over radio or television that they can leave safely. If you are in the affected area, turn off heat, ventilation, cooling systems, and window or attic fans. Close all windows, doors, and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information."

PREPARE TO EVACUATE

"At *(time)* today, City of Bend public safety officials reported a potentially serious condition involving *(description of situation)*. The incident is occurring at *(location)*. The Incident Commander, City Manager, and the Fire and Police Chiefs request all persons in *(affected area)* to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change."

EVACUATION

"At *(time)* today, City of Bend public safety officials reported an incident involving *(description of situation)*. The incident occurred at *(location and time)*. The Incident Commander, City Manager, and the Fire and Police Chiefs request all persons in *(names of area)* to evacuate the area in an orderly manner. Please take the following actions to secure your home before you leave *(instructions may include shutting off gas and water, etc.)*. Drive or walk toward *(evacuation route)*. Emergency personnel will be along this route to direct you out of the area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

DEMOBILIZATION

"City of Bend public safety officials have determined that the incident involving *(description of situation)* which occurred at *(location and time)* no longer presents a threat to public safety. Anyone who had previously been requested to evacuate or take other protective action may return home or leave shelter at this time. Thank you for your assistance and cooperation."

Activate or update EAS as below:

ANY CHANGES TO EAS MESSAGES MUST BE APPROVED BY COMMAND.

- ☐ Develop statement

- ☐ Obtain approval and signature on warning log from Command
- ☐ Contact DC 911 and request system activation. Give your name as activating official and record the message.
- ☐ Contact News Media by telephone and inform the operator of system activation.
- ☐ Maintain warning log (form appears on 2-12) of messages released, provide copies to Documentation Unit.
- ☐ Keep Incident Commander and Information Officer updated on activities.
- ☐ Terminate use of alert systems as directed by contacting news Media and requesting that broadcasts cease. Provide a demobilization statement.

WARNING LOG

1. Date: _____ Time: _____ (24 hr) Warning # _____

2. Situation:

Describe emergency incident. Include description of threat to life/safety, and specific geographic boundaries affected and covered by this warning.

3. Content of Warning:

Include exact wording of warning given.

4. Method of Warning:

EAS _____
Community Notification System
Mobile Public Address _____
Door to Door Contact _____

Signature of authorizing official _____

5. Warning Terminated: _____ Date: _____ Time: _____ (24 hr)

6. **Ensure that all methods of alert and warning have been notified to terminate activities.**

Signature of terminating official _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

Information Staff

Information Center Manager

The following checklist should be considered as minimum requirements for this position.

Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

Information Center Manager reports to: Supervisory Public Information Officer

Reports to You: Information Center staff

- ☐ Obtain briefing from Supervisory Public Information Officer.
- ☐ Determine location of Information Center; ensure that the location is relayed to the media and public.
 - o Information Center may be co-located with the media briefing area
 - o Should be easily accessible to citizens
- ☐ Ensure adequate staff and supplies.
- ☐ Post information, update maps, and provide handouts as necessary.
- ☐ Confirm all information with Supervisory Public Information Officer prior to release.
- ☐ Respond to questions from media and public according to constraints established by Supervisory Public Information Officer.
- ☐ Be proactive in requesting information updates from Supervisory Public Information Officer.
 - o Keep Supervisory Public Information Officer apprised on activity at media center.
 - o Include numbers of people/media served, trends in information requested, etc.
- ☐ Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- ☐ Maintain Unit log (ICS214).

Information Staff

Joint Information Center (JIC) Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

Joint Information Center (JIC) Officer Reports to: Supervisory Public Information Officer

- ☐ Receive briefing from Supervisory Public Information Officer.
- ☐ Determine location and participants in Joint Information Center (JIC).
- ☐ Determine constraints on information to be provided to the JIC.
- ☐ Observe constraints established on information release.
 - o Provide copies of JIC releases to Bend EOCs Supervisory Information Officer.
 - o Request that errors or misleading/confusing information be identified.
- ☐ Be proactive in requesting updates on information from Bend EOC.
- ☐ Keep Bend EOC Supervisory Public Information Officer apprised of activities of JIC.
- ☐ Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- ☐ Document action taken on Unit log (ICS214).

Information Staff

Internal Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

Internal Information Officer Reports to: Supervisory Public Information Officer

- ☐ Obtain briefing from Supervisory Public Information Officer.
- ☐ Develop standard statement to be provided to communications points.
 - o City Switchboard
 - o Department Secretaries
 - o Police Records
- ☐ Obtain approval for statements from Supervisory Public Information Officer.
- ☐ Determine communications methods available.
 - o E-Mail and voice mail may be used to update all City staff simultaneously.
 - o Use "all users" distribution lists only with approval from the Incident Commander.
- ☐ Determine what telephone line has been established for internal updates
 - o Make sure City staff is apprised of the telephone number.
- ☐ Provide copies of statements to Communications Unit Leader for use by rumor control operators.
- ☐ Be proactive in requesting information updates from Supervisory Information Officer and other EOC staff.
 - o Planning Section for Incident updates
 - o Logistics Section for information on employee welfare and volunteer resource use.

- ☐ Update communications points on a regular schedule.
- ☐ Maintain copies of statements given; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- ☐ Maintain Unit Log (ICS214).

Information Staff

Field Information Officer

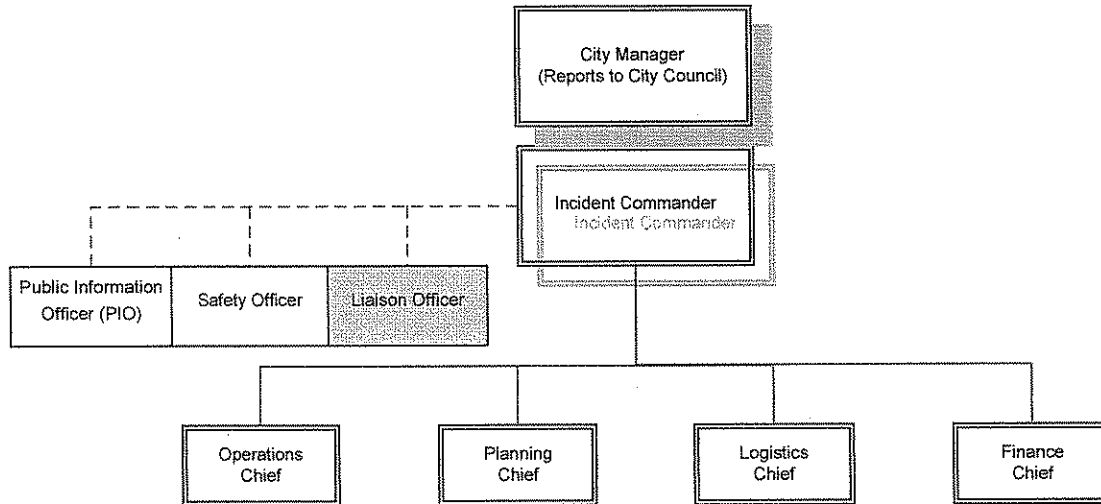
This checklist applies to the Field Information Officer when the Supervisory Public Information Officer is working out of the Emergency Operations Center. If the Field Information Officer is the only Information Officer on the Incident, the Public Information Officer checklist should be used in addition. The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

Field Information Officer Reports to:

Supervisory Public Information Officer

- ☐ Obtain briefing from the Supervisory Public Information Officer.
- ☐ Determine best location for on-scene information operations.
- ☐ Determine constraints on, and obtain approval for on-scene information operation.
- ☐ Advertise on-scene media location via response radio.
- ☐ Determine need for special protective equipment for self and media.
- ☐ Obtain necessary equipment and supplies.
- ☐ Determine parameters and constraints on the release of information from IC or Supervisory Public Information Officer prior to releasing information to on-scene press.
- ☐ Provide information to on-scene media according to constraints established.
- ☐ Provide photo opportunities and tours of area as practical and safe. Coordinate these activities with response personnel.
 - o Consider media "pool."
 - o Ensure that press does not enter any incident area without clearance from the IC.
- ☐ Refer requests for interviews of response personnel to Supervisory Public Information Officer.
- ☐ Provide updates to Supervisory Public Information Officer as conditions change. Be proactive in requesting information from Supervisory Public Information Officer.
- ☐ Document actions taken on Unit Log (ICS214).

Liaison Officer Position Checklist



The Liaison Officer, a member of the Command Staff, is the point of contact for assisting and cooperating agency representatives not part of a Unified Command organization. This may include representatives from other Police and Fire agencies, Red Cross, public works and engineering organizations, and others. It should be the policy of the organization to incorporate such entities into the actual operational organization of the incident, and to establish Command level communication at the Liaison Officer level.

Report to: Incident Commander

Reports to You: Agency Representatives, additional staff as needed.

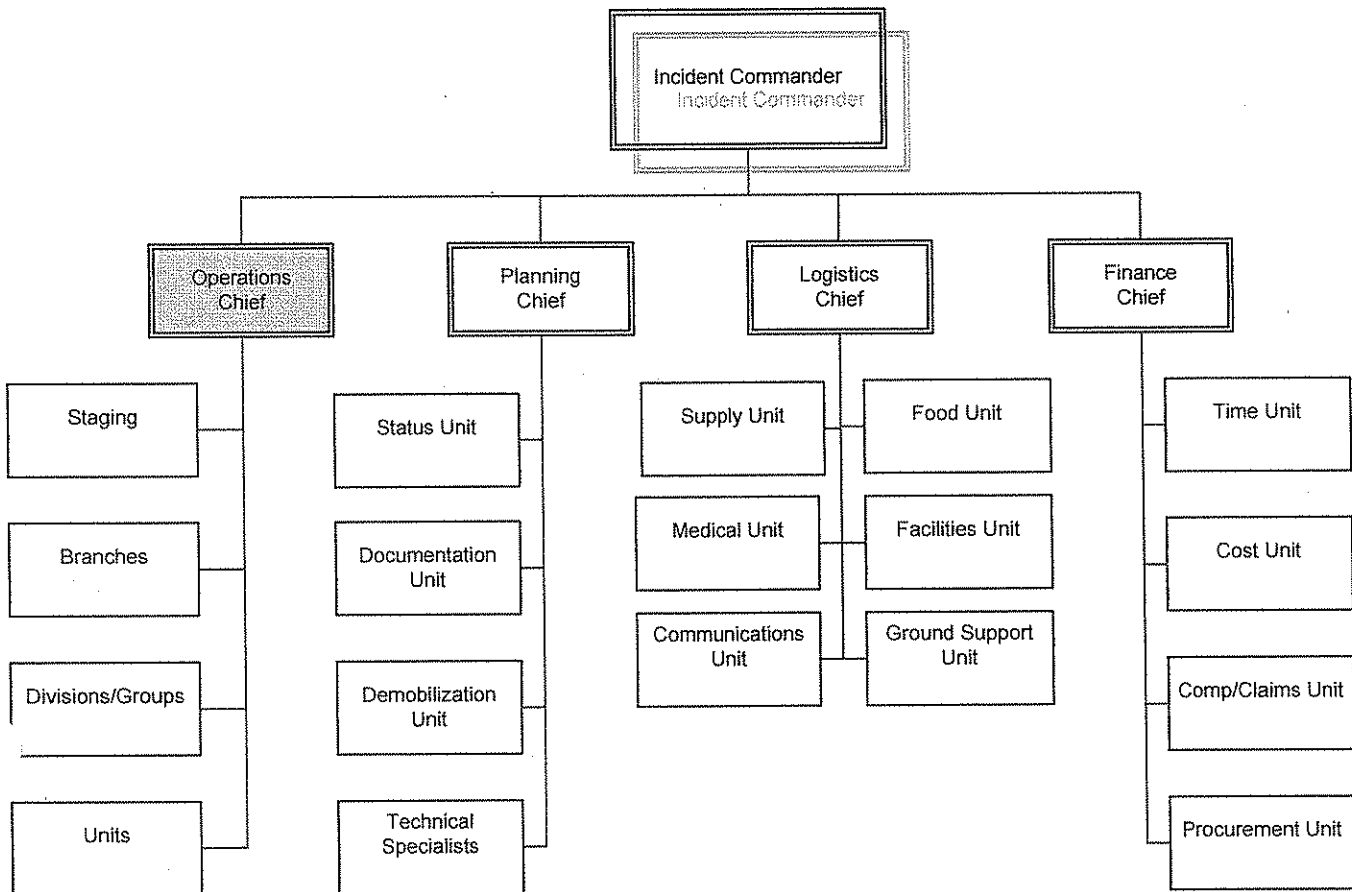
The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Incident Commander.
- ☐ Obtain summary of Incident organization (ICS 201, 203)
- ☐ Determine companies/agencies already involved in the incident, and whether they are cooperating (operating in a support mode "outside" the organization), or assisting (have equipment and/or personnel assigned to the organization).
- ☐ Establish workspace for liaison function. Notify agency representatives of location.
- ☐ Contact and brief assisting/cooperating agency representatives and mutual aid cooperators:
 - Fire – Central Oregon Fire Defense Board/Chiefs, Oregon Fire Marshal
 - Law Enforcement - Deschutes County Sheriff, Central Oregon Police Departments, Oregon State Police.
 - Public Works- Deschutes, Jefferson & Crook County, Corps of Engineers, Oregon Department of Transportation.
 - Emergency Management- Deschutes, Jefferson & Crook County, Oregon Emergency Management. Emergency Medical- Central Oregon EMS agencies, HEAR.
- ☐ Identify agency representatives from each agency, including communications link and locations.
- ☐ Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.
- ☐ Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.
- ☐ Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues.
- ☐ Receive and bring to the attention of incident management team complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction.
- ☐ Participate in Planning Meetings.
- ☐ Review applicable hazard specific annex(es).
- ☐ Document action taken in unit log (ICS - 214).

Planning Process Checklist

		Task Primary Responsibility
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

Operations Section Position Checklist



The Operations Section, which includes on-scene personnel, helps formulate and interprets strategy established by the Incident Commander, and implements it tactically according to Department operating guidelines and provisions of this plan. The Operations Chief activates and supervises organizational elements in accordance with the Incident Action Plan, and directs its execution. The Operations Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such changes to the Incident Commander. **All functions not assigned by the Section Chief remain the responsibility of the Section Chief.**

Operations Section Chief

The Operations Section Chief, a member of the General Staff, will be from the Department having lead agency responsibility for the emergency. This does not preclude the use of a unified approach to Operations or of Deputy Operations Section Chiefs from other agencies or disciplines. Bend's Incident Management Teams include three Operations Section Chiefs, one each from Police, Fire, and Public Works. It is the responsibility of the lead agency Operations Section Chief to determine the role of the assisting staff.

Reports to: Incident Commander

Reports to You: Deputy Operations Section Chiefs, Staging Area Manager(s), Branch Directors, Division/Group Supervisors, Single Resources

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Incident Commander.
 - o Determine incident objectives and recommended strategies.
 - o Determine status of current tactical assignments.
 - o Identify current organization, location of resources, and assignments
 - o Confirm resource ordering process
 - o Determine location of current Staging Areas and resources assigned there.
- ☐ Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control (see Appendix 4-E).
- ☐ Establish operational period.
- ☐ Establish and demobilize Staging Areas.
- ☐ Conduct Operations Briefing and assign Operations personnel in accordance with Incident Action Plan.
 - o Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
 - o Brief tactical units (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- ☐ Develop and manage tactical operations to meet incident objectives.
- ☐ Assess life safety; adjust perimeters and evacuation plans as necessary.
- ☐ Evaluate and enforce use of appropriate protective clothing and equipment.
- ☐ Evaluate situation and provide update to Planning Section.
 - o Location, status, and assignment of resources
 - o Effectiveness of tactics
 - o Desired contingency plans

- ☐ Determine need and request additional resources.
- ☐ Notify Resource Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- ☐ Keep Resources Unit up to date on changes in resource status.
- ☐ With the Planning Section Chief, write formal Operations portion of Incident Action Plan if so directed by the Incident Commander.
 - o Identify assignments by Division or Group
 - o Identify specific tactical objectives
 - o Identify resources needed to accomplish objectives
- ☐ Ensure coordination of the Operations Section with other Command and General Staff.
 - o Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Finance.
 - o Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - o Notify Logistics of communications problems.
 - o Keep Planning up-to-date on resource and situation status.
 - o Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
 - o Keep Safety Officer involved in tactical decision-making.
 - o Keep IC apprised of status of operational efforts.
 - o Coordinate media field visits with the PIO.
- ☐ Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the planning meeting to review strategy, discuss tactics, and outline organization assignments.
- ☐ Participate in Planning Meetings.

Planning Process Checklist

		<u>Task Primary Responsibility</u>
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics

9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- ☐ Hold Section meetings as necessary to ensure communication and coordination among Operations Branches, Divisions, and Groups.
- ☐ Ensure that staff observes established level of operational security.
- ☐ Review Hazard-Specific Annex.
- ☐ Maintain Unit Log (ICS214).

Operations Staff

Branch Director

Branch Directors are responsible for the implementation of the portion of the Incident Action Plan assigned to the Branches, reporting on the progress of control operations, and providing information on the status of resources within the Branch. Branch Directors may also assist in the development of tactical assignments for the Branch. Branches for City Operations may be geographic or functional, and may include, but not be limited to, fire, emergency medical, hazardous materials, law enforcement, and public works. **All functions not assigned by the Branch Director remains the responsibility of the Branch Director.**

Reports to: Operations Section Chief or Incident Commander

Reports to You: Division or Group Supervisors, Task Force or Strike-Team Leaders, Single Resources.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Operations Section Chief or IC.
 - ☐ Determine resources assigned to the Branch, current location, and activities.
 - ☐ Review assignments for Divisions and/or Groups within branch, modify based on effectiveness of current operations. If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or IC.
 - ☐ Determine general organizational structure, including identification of other Branches, Divisions and Groups operating on the incident.
- ☐ Attend Operations Briefing.
- ☐ With subordinates, develop tactical assignments for branch control operations.
- ☐ Assign specific work tasks to Division/Group Supervisors.
- ☐ Resolve logistical problems reported by subordinates.

- Monitor radio transmissions to assess communications needs.
- Ensure resources receive adequate food, liquids, and rehabilitation.
- Request additional resources through approved ordering channels.
- ☐ Report to Operations Chief whenever:
 - Incident Action Plan is to be modified
 - Additional resources are needed
 - Surplus resources are available
 - Hazardous situations or significant events occur.
- ☐ Coordinate activities with other Branch Directors.
- ☐ Attend Planning Meetings at the request of the Operations Chief.
- ☐ Prior to leaving shift, debrief on shift activities with Operations Section Chief and Planning Section Chief or Situation Unit Leader.
- ☐ Ensure Branch fiscal record-keeping.
- ☐ Maintain unit log (ICS 214).

Operations Staff

Division/Group/Supervisor

The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, management of resources within the Division or Group, and reporting on progress of control operations and status of resources within the Division or Group. **All functions not assigned by the Division/Group Supervisor remain the responsibility of the Division/Group Supervisor.**

Reports to: Branch Director, Operations Section

Reports to You: Chief or Incident Commander Task Force/Strike Team Leaders, Single Resources

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Branch Director, Operations Chief or IC.
 - Determine resources assigned to the Division or Group.
 - Confirm geographic boundaries or functional responsibilities of Division or Group.
 - Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.
 - Confirm tactical assignment.
 - Confirm communication assignment
 - Receive and maintain Passports (if indicated)
- ☐ Attend Operations Briefing.
- ☐ Review assignments and incident activities with subordinates, and assign tasks.
- ☐ Implement Incident Action Plan for Division or Group.
- ☐ Submit situation and resource status information to Branch Director or

Operations Section Chief.

- o Maintain Passport system (if indicated)
- ☐ Coordinate activities with adjacent Divisions/Groups.
- ☐ Determine need for additional resources; request through Branch Director or Operations Section Chief.
- ☐ Report special occurrences or events such as accidents or sickness to the Branch Director or Operations Section Chief.
- ☐ Resolve logistical problems within the Division and/or Group.
 - o Monitor communications and assess communications needs.
 - o Ensure adequate food, liquids, and rehabilitation.
 - o Ensure personnel are aware of process for medical assistance.
- ☐ Debrief with Branch Director or Operations Section Chief prior to leaving shift.
 - o Include work accomplished/left to be accomplished, operational difficulties, resource needs, etc.
 - o Participate in the development of plans for the next operational period.
- ☐ Maintain Unit Log (ICS 214).

Operations Staff

Strike Team/Task Force Leader

The Strike Team/Task Force Leader is responsible for performing tactical assignments assigned to the Strike Team or Task Force.

Report to: Division or Group Supervisor

Reports to You: Company Officers, Single Resources

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Division or Group Supervisor.
 - o Determine/confirm resources assigned to Task Force or Strike Team
 - o Confirm internal and external communications
 - o Confirm tactical assignment
 - o Deliver Passport to Supervisor (if indicated)
- ☐ Attend Operations Briefing as assigned.
- ☐ Review assignments with subordinates and assign tasks.
- ☐ Monitor work progress and make changes when necessary.
- ☐ Notify Division or Group Supervisor of expedient changes to tactical assignments.
- ☐ Coordinate activities with adjacent strike team, task forces, and single

resources.

- ☐ Monitor safety of resources.
- ☐ Submit situation and resource status information and fiscal reports to Division or Group Supervisor.
- ☐ Maintain Unit Log (ICS 214).

Operations Staff

Staging Area Manager

The Staging Area Manager is responsible for managing all activities within a staging area. Depending upon the needs of the incident, there may be more than one staging area.

Reports to: Operations Section Chief or Incident Commander

Reports to You: Resources assigned to Staging

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain a briefing from the Incident Commander or Operations Section Chief.
 - ☐ Determine types and numbers of resources to be maintained in staging.
 - ☐ Confirm process for requesting additional resources for staging
 - ☐ Confirm process for reporting status changes.
- ☐ Proceed to staging area; establish staging area layout (apparatus and vehicles in staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).
- ☐ Ensure efficient check-in. Coordinate process with Planning Section-Resource Unit Leader.
- ☐ Identify and track resources assigned to staging.
 - ☐ Collect Passports (if indicated)
 - ☐ Update Resource Unit as resources enters and leaves staging.
- ☐ Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
- ☐ Post areas for identification and traffic control.
- ☐ Respond to requests for resources.
 - ☐ Organize Task Forces or Strike Teams as necessary.
 - ☐ Return Passports to resources leaving Staging.
- ☐ Request additional tactical resources for staging through Logistics according to established staffing levels.
- ☐ Obtain and issue receipts for radio equipment and other supplies

distributed and received at the staging area.

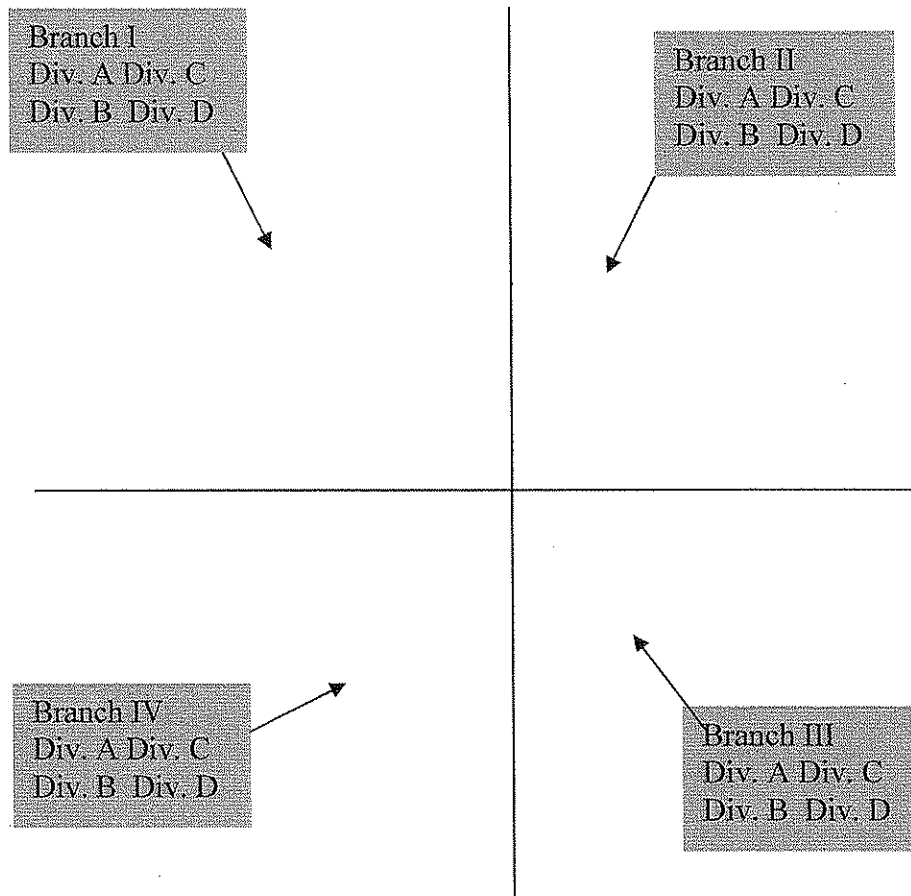
- ☐ Report resource status changes as required. Note: This may be direct to/from Operations or Command, or to/from the Resources Unit.
- ☐ Maintain staging area in orderly condition.
- ☐ Demobilize staging area in accordance with instructions.
- ☐ Maintain Unit Log (ICS 214).

Appendix

Organizing the Operations Section

There are basically three ways to organize the Operations Function:

1. Geographically
 2. Functionally
 3. Combination geographic and functional
1. Purely *geographic* organizational structure will be rare in City applications, but may be appropriate in very large, diffuse incidents, such as winter storms or floods. An example of a geographically organized incident appears below.



In this example, the City has been divided along logical geographic divisions (perhaps using Greenwood and 3rd streets as the dividing lines). Within each Branch, geographic Divisions would be established. Operational resources assigned to these Divisions would be responsible for all tactical operations within them.

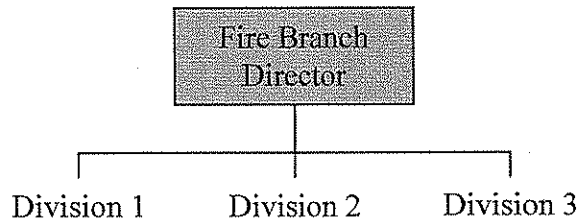
2. A *functional* organization will be common on incidents that involve more

than one City Department, and which are not very large geographically. Organizing in this fashion preserves normal lines of communication and command by segregating Departmental resources into Branches based on function. An example of a functionally-organized incident appears below:

In this example, Branches correspond to Department responsibility. All Fire resources are assigned within the Fire Branch, under the control of a Fire Department Branch Director, Police and Public Works resources remain under the control of Branch Directors from those Departments. Under the Branch Directors, resources are divided into Groups, which have functional assignments with no geographic restrictions.

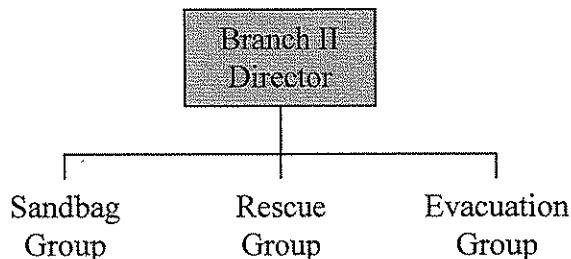
3. A combination of *geographic and functional* organizational elements provides the most flexible organizational structure. In combination organizations, three variations may be used as shown below:

A. Functional Branches with geographic Divisions



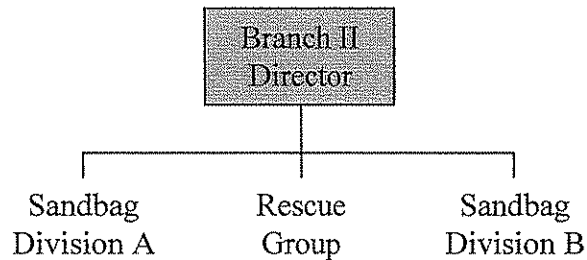
In this example, Fire and Emergency Services resources have been organized by function into a Fire Branch, but resources assigned to the Branch have been organized into three geographic areas-in this case floors of a building (Division numbers correspond to the floor number of the building).

B. Geographic Branches with functional Groups:

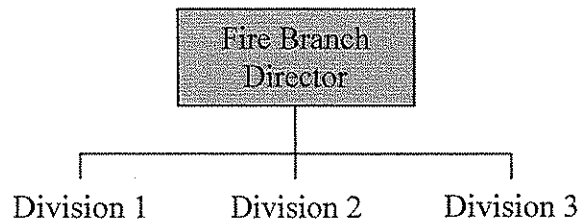


In this incident, the Branch Director has been assigned a specific geographic area of responsibility, but the resources within the Branch are organized by function, with no geographic restrictions except that they are confined by the perimeter of the Branch itself.

C. Combination-geographic and/or functional Branches with combination Divisions and Groups:

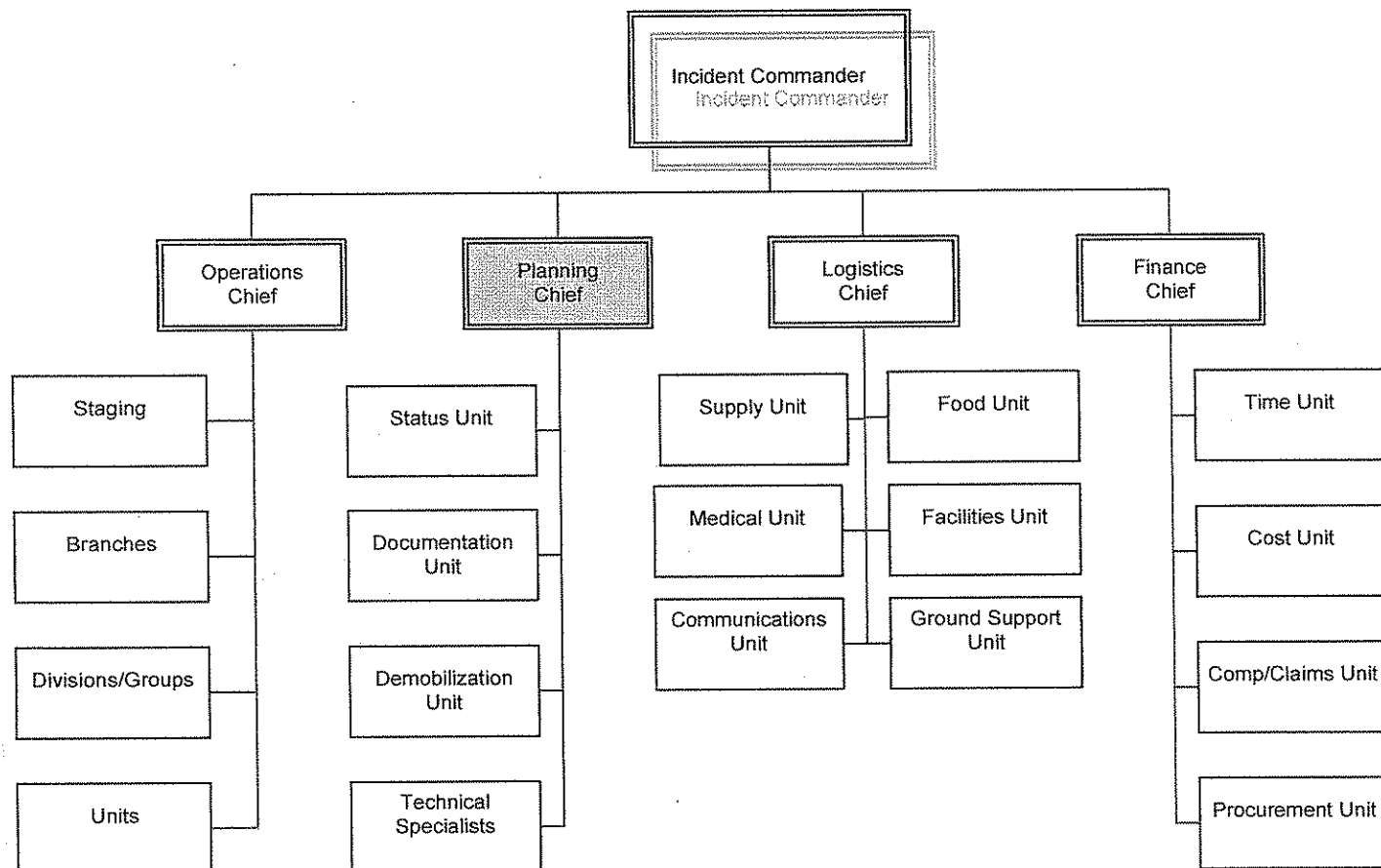


While this Branch Director has also been assigned a geographic area, the resources assigned to the Branch have a combination of geographically-specific assignments (the Sandbag Divisions) and functional assignments (the Rescue Group).



This Branch Director retains an overall functional assignment, while organizing the resources assigned to the Branch both geographically (by floor Divisions 1 and 2) and functionally (Ventilation Group).

Planning Section Position Checklists



PLANNING SECTION CHIEF

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident. The Planning Section Chief conducts the Planning Meeting and is responsible for producing a written Incident Action Plan (if so directed by the Incident Commander). The Planning Section Chief activates and supervises units within the Planning Section. **All functions that are not assigned by the Section Chief remain the responsibility of the Section Chief.**

Reports to: Incident Commander

Reports to You: Situation, Resource, Demobilization, Documentation Unit Leaders, Technical Specialists

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Incident Commander.
 - o Determine current resource status (Passports, ICS 201)
 - o Determine current situation status (ICS 201)
 - o Determine current strategic goals and tactical objectives
 - o Determine whether IC requires a written IAP.
 - o Determine time and location of first Planning Meeting.
 - o Determine desired contingency plans.
 - o Determine operational level of security (law enforcement operations).
- ☐ Activate Planning Section positions as necessary. Notify Resources Unit of positions activated.
- ☐ Establish and maintain resource tracking system.
- ☐ Complete ICS 201 or Emergency Center Staff briefing form (if not previously completed). Provide copies to Command, Command Staff, and General Staff.
- ☐ Advise EOC staff of any significant changes in incident status.
- ☐ Compile and display incident status summary information. Document on ICS 209,
- ☐ Incident Status Summary, and/or Oregon Emergency Management Initial Damage Assessment Report Form.
 - o Forward ICS 209 and/or Oregon Emergency Management Initial Damage Assessment Report Form to Deschutes County Emergency Management once per shift, or every eight hours.
 - o Provide copy to Public Information Officer.
- ☐ Obtain/develop incident maps (road ownership, aerial photos, sewage, water and storm drain maps of the City, etc.). Additional maps are available through Public Works and Deschutes County's Land Use and Transportation Division.
- ☐ Form, deploy, and supervise primary damage assessment teams and field observers. Initial assignments for damage assessment can be found in the Reporting Annex.
- ☐ Establish information requirements and reporting schedules for EOC and field staff.
- ☐ Prepare contingency plans.
 - o Review current and projected incident and resource status.
 - o Develop alternative strategies.
 - o Identify resources required to implement contingency plan.
 - o Document alternatives for presentation to IC and Operations, and for inclusion in the written Incident Action Plan using the ICS 204-

Contingency Plan.

- ☐ Prior to planning and strategy meetings, meet with Operations Section Chief and/or Command to discuss proposed strategy and tactics and diagram incident organization and resource location.
- ☐ Conduct planning and strategy meetings.

Planning Process Checklist

		<u>Task Primary Responsibility</u>
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

Supervise preparation and distribution of the written Incident Action Plan, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level. For level III activations, provide copies to City Manager, Mayor, and Council.

- ☐ Establish information requirements and reporting schedules for use in preparing the IAP.
- ☐ Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- ☐ Verify that all support and resource needs are coordinated with Logistics Section prior to release of IAP.
- ☐ Coordinate IAP changes with general staff personnel. Distribute written changes as appropriate.
- ☐ With input from Operations and the Ground Support Unit Leader, develop incident traffic plan.
- ☐ With input from Operations and Logistics, develop incident evacuation plan.
- ☐ Coordinate preparation of the Safety Message with Safety Officer.
- ☐ Coordinate preparation of the Communications and Medical Plans with Logistics.

- ☐ Instruct Planning Section Units in distribution of incident information.
- ☐ Provide periodic predictions on incident potential.
- ☐ Establish a weather data collection system when necessary.
- ☐ Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- ☐ Ensure activation of Neighborhood Watch and Neighborhood Association information systems as needed.
- ☐ Ensure Section has adequate coverage and relief.
- ☐ Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- ☐ Review and obtain the approval of Command for damage assessment status reports.
- ☐ Ensure preparation of demobilization plan (if appropriate).
- ☐ Ensure preparation of final incident package. Route to City Emergency Management Coordinator for archiving or follow-up during a declared disaster.
- ☐ Provide briefing to relief on current and unusual situations.
- ☐ During law enforcement operations, ensure that all staff observe established level of operational security.
- ☐ Document action taken on unit log (ICS 214); ensure all Planning functions are documenting actions on unit log. Submit all section documentation to Documentation Unit.

Planning Staff

Resources Unit Leader

The Resources Unit Leader is responsible for 1) establishing all incident check-in activities, 2) the preparation and maintenance of displays, charts, and lists that reflect the current status and location of resources, 3) the preparation and processing of resource status change, and 4) maintain a master check-in list of resources assigned to the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report To: Planning Section Chief

Reports to You: Check-in Recorders, Status Recorders, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Planning Section Chief.
- ☐ Organize, staff, and supervise unit as appropriate. Provide for adequate relief.
- ☐ Establish check-in function at incident locations (ICS 211).
- ☐ Establish contact with incident information sources such as dispatch,

Staging Area Manager, Operations SC, and initial IC to determine what resources have been assigned to the incident, their status, and location.

- ☐ Compile, maintain and display resource status information on: 1) all tactical and support personnel and apparatus (including volunteer, City, mutual aid, or hired), and 2) transportation and support vehicles.
 - o Review ICS 201 for resource information
 - o Review Secondary Passports
 - o Review ICS 211, Incident Check-in Forms
 - o Confirm resources assigned to Staging.
 - o Confirm resources assigned to tactical Operations organization.
 - o Confirm resources assigned to other Command and General Staff functions.
- ☐ Establish method of maintaining resource status.
 - o T-cards
 - o Secondary Passports
- ☐ Maintain master roster of all resources at the incident.
 - o Total number of personnel assigned to the incident
 - o Total number of resources assigned to each Section and/or Unit
 - o Total number of specific equipment/apparatus types.
- ☐ Assist in preparation of the IAP
 - o Prepare Organization Chart (ICS 207); post in each room of the EOC
 - o Prepare Organization Assignment List (ICS 203)
 - o Prepare Division/Group Assignment Sheets (ICS 204).
- ☐ Participate in planning meetings as assigned.
- ☐ Brief relief on current and unusual situations.
- ☐ Assist in identification of additional and special resources
 - o Other disciplines
 - o Technical specialists
 - o Resources needed to implement contingency plans
- ☐ Document action taken on Unit Log (ICS 214).

Planning Staff

Situation Unit Leader

The Situation Unit Leader is responsible for the collection and organization of incident status and situation information. The Situation Unit Leader is also responsible for the evaluation, analysis, and display of that information for use by the EOC staff. The Situation Unit Leader is also responsible for preparing contingency plans. **All functions not assigned by the Situation Unit Leader, remain the responsibility of the Unit Leader.**

Report To: Planning Section Chief

Reports to You: Damage Assessment Manager, Field Observers, Display Processors, Technical Specialists, Crime Prevention Technicians (when

Neighborhood Watch and Association information system is activated) additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Planning Section Chief.
 - o Review ICS 201 for incident status
 - o Determine strategic goals and tactical objectives
 - o Determine necessary contingency plans
 - o Identify reporting requirements, schedules – both internal and external to the incident.
- ☐ Organize and staff unit as appropriate.
 - o Activate Neighborhood Watch/Neighborhood Associations and Crime Prevention staff to assist in damage assessment as necessary. (Work with Logistics to ensure adequate communications).
 - o Form, assign, and supervise Primary Damage Assessment Teams, undercover observers and other field observers as necessary. Establish reporting requirements, including schedule and format.
 - o Request Technical Specialists as needed.
- ☐ Supervise Technical Specialists
 - o Brief Technical Specialists on current incident status.
 - o Assign analysis tasks.
 - o Notify staff of time lines and format requirements
 - o Monitor progress (On very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists).
- ☐ Compile, maintain and display incident status information for EOC staff.
 - o Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.)
 - o Determine appropriate map displays
 - o Review all data for completeness, accuracy, and relevancy prior to posting.
 - o Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in planning area.
 - o Develop additional displays (weather reports, incident status summaries, etc.) as necessary.
 - o Ensure displays and maps are kept up to date.
- ☐ Prepare evacuation plan for approval of the Planning Section Chief.
- ☐ Provide photographic services and maps.
 - o Photographic services may be used to document operations and intelligence activities, damage assessment, public information activities, and accident investigations.
 - o Issue disposable cameras to field observers and Operations personnel. Ensure film is returned and processed at the end of each

shift.

- Provide timely photo processing.
- Request additional and specialized maps from the Engineering Division.
- Provide Incident Map(s) for IAP
- Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies.
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to IC and Operations and inclusion in the written Incident Action Plan, using the ICS204-Contingency Plan. (See contingency planning format in Planning Process).
- Interview line personnel coming off shift to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
- Request weather forecasts as necessary. General forecast information should be requested from Local weather reports. Spot weather forecasts may be requested directly from the National Weather Service.
- Prepare traffic plan, external and internal to the incident, for approval of the Planning Section Chief.
- Prepare incident status summary form (ICS209) and other status reports as assigned prior to each Planning Meeting. Provide copies to Command and General Staff. Forward to Deschutes County and Oregon Emergency Management, and to other entities as directed.
- Participate in planning meetings as required.
- Review and approve damage assessment statements.
- Prepare predictions at periodic intervals, or upon request of the Planning Section Chief.
- Notify Command and General Staff if unforeseen changes occur.
- Provide briefing to relief on current and unusual situations.
- Document activities on Unit Log (ICS214).

Planning Staff

Field Observer

The Field Observer is responsible for collecting situation information from personal observations at the incident, and for reporting this information to the Situation Unit Leader.

Report To: Situation Unit Leader

Reports to You: Photographers, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Situation Unit Leader.
 - Location of work assignment
 - Type of information required
 - Information priorities
 - Map requirements
 - Reporting schedule and format
 - Method of communication
 - Method of transportation
- ☐ Obtain copy of incident action plan (if available).
- ☐ Perform field observer responsibilities to include, but not limited to the following:
 - Perimeters of incident
 - Resource locations
 - Weather conditions
 - Rates of spread
 - Hazards
 - Progress of operations resources
 - Effectiveness of tactics
 - Suspect surveillance
- ☐ Identify/confirm facility locations, landing zones, Division and Branch boundaries.
- ☐ Report information to Situation Unit Leader as assigned.
- ☐ Report immediately any condition observed that may cause danger and safety hazards to personnel.
- ☐ Gather intelligence that will lead to accurate predictions.
 - As appropriate, develop and initiate a monitoring/intelligence gathering program to ensure the exact location and boundaries of the incident.
 - Monitoring and intelligence gathering and analysis should be done with the assistance of Technical Specialists.
 - The timing of monitoring/intelligence gathering should be coordinated to provide the required information for the Planning Meeting.

Planning Staff

Damage Assessment Manager

The Damage Assessment Manager collects, collates, and reports damage resulting from the incident, and for supervising and directing the activities of the Damage Assessment Teams.

Reports To: Situation Unit Leader

Reports to You: Damage Assessment Teams, Crime Prevention Technicians when Neighborhood Watch and Association information system is activated)

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of

the incident.

- ☐ Obtain briefing from the Situation Unit Leader.
 - a. Location of work assignment
 - b. Type of information required
 - c. Information priorities
 - d. Time limits for task completion
 - e. Method of communication
 - f. Method of transportation
- ☐ Activate, organize, and supervise damage assessment staff.
- ☐ Using ATC-20 guidelines identify unsafe facilities. Use checklists *in Section II-H, Reporting* to assign teams and assess initial damage to key facilities and infrastructure.
- ☐ Collect, compile and maintain records of damage information. Coordinate with Finance
- ☐ Section for expenditures on the emergency response.
- ☐ Post information on Situation Unit status displays.
- ☐ Obtain approval from Unit Leader, Planning SC, and Command, then make initial disaster report to appropriate agencies at County, State and Federal level, follow up with required paperwork to support requests for disaster assistance.
- ☐ Coordinate with Lead Information Officer and Incident Commander to keep public informed about hazardous roads, bridges, drinking water, etc.
- ☐ Notify Logistics of need to relocate building occupants from hazardous structures.
- ☐ Coordinate with Logistics to ensure that unsafe facilities, roads, bridges, etc. are marked.
- ☐ Coordinate damage assessment information with Finance Section.
- ☐ Brief relief on current and unusual activities.
- ☐ Document activity on Unit Log (ICS214).

Planning Staff

Display Processor

The Display Processor is responsible for the display of incident status information obtained from field observers, resource status, and photographs.

Reports to: Situation Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Situation Unit Leader.
- ☐ Determine: location of work assignment, numbers, types and location of displays required, priorities, map requirements, and time lines for project completion.
- ☐ Obtain necessary equipment and supplies.
- ☐ Develop required displays in accordance with time limits for completion.
- ☐ Update displays on schedule, or as new information becomes available.
- ☐ Assist Situation Unit Leader in analyzing and evaluating field reports.

Planning Staff

Documentation Unit Leader

The Documentation Unit Leader is responsible for 1) maintaining accurate and complete incident files, 2) providing duplication services to incident personnel, and 3) packaging and storing incident files for legal, analytical, fiscal, and historical purposes. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Reports to: Planning Section Chief

Reports to You: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Planning Section Chief.
- ☐ Establish work area.
 - g. Ensure adequate duplication capability for large-scale operations, and adequate staff to assist in the duplication and documentation process.
- ☐ Establish and organize incident files. Files should include as appropriate:
 - h. Incident Action Plans (Planning)
 - i. Radio Logs (Logistics)
 - j. Press releases, warning logs (Information Officer)
 - k. Message Forms, Unit Logs (All staff)
 - l. Resource Order forms (Logistics).
 - m. Incident Status Summaries (Planning)
 - n. Time Sheets (Finance)
 - o. T-Cards, master resource list (Planning)
 - p. Demobilization Plan (Planning)
 - q. Disaster Declarations (Command)
 - r. Contracts (Finance)
 - s. Cost summaries (Finance)
 - t. Damage Assessment Summaries by location and type of work

- accomplished (see Reporting Annex) (Planning)
- u. Incident status summaries and other status reports (Planning)
- v. Check in lists (Planning)
- w. Hazardous Materials Debriefings and medical records (Safety/Finance)
- ☐ Establish duplication services, and respond to requests.
- ☐ Determine number needed and duplicate IAP accordingly.
- ☐ Retain and file duplicate copies of official forms and reports.
- ☐ Accept and file reports and forms submitted by EC and line personnel.
- ☐ Check the accuracy and completeness of records submitted for files.
- ☐ Ensure that legal restrictions on public records are observed.
- ☐ Brief relief on current activities and unusual events.
- ☐ Document activity on unit log (ICS214).
- ☐ Give completed incident files to Planning Section Chief.

Planning Staff

Technical Specialists

Technical Specialists are advisors with special skills needed to support incident operations. Technical Specialists may report to the Planning Section Chief, be assigned within an existing Unit, or be reassigned to other parts of the organization, such as Operations, Logistics, Finance, or Command.

Report To: Planning Section Chief Situation Unit Leader, or Technical Specialist Supervisor (may be re-assigned elsewhere in the organization)

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Incident Commander or Planning Section Chief.
- x. Identify supervisor in organization.
- y. Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in planning meetings, etc.
- ☐ Obtain copies of Incident Action Plan (if available) and Unit Log (ICS214).
- ☐ Participate in planning meetings as requested.
- ☐ Provide technical expertise to supervisor in organization according to established format, timelines, etc.
- ☐ Document actions taken on Unit Log (ICS214).

Planning Staff

Demobilization Unit Leader

The Demobilization Unit Leader is responsible for the preparation of the Demobilization

Plan and assisting incident Sections/Units in ensuring that an orderly, safe, and cost effective movement of personnel and equipment is accomplished from the incident.

All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Reports to: Planning Section Chief

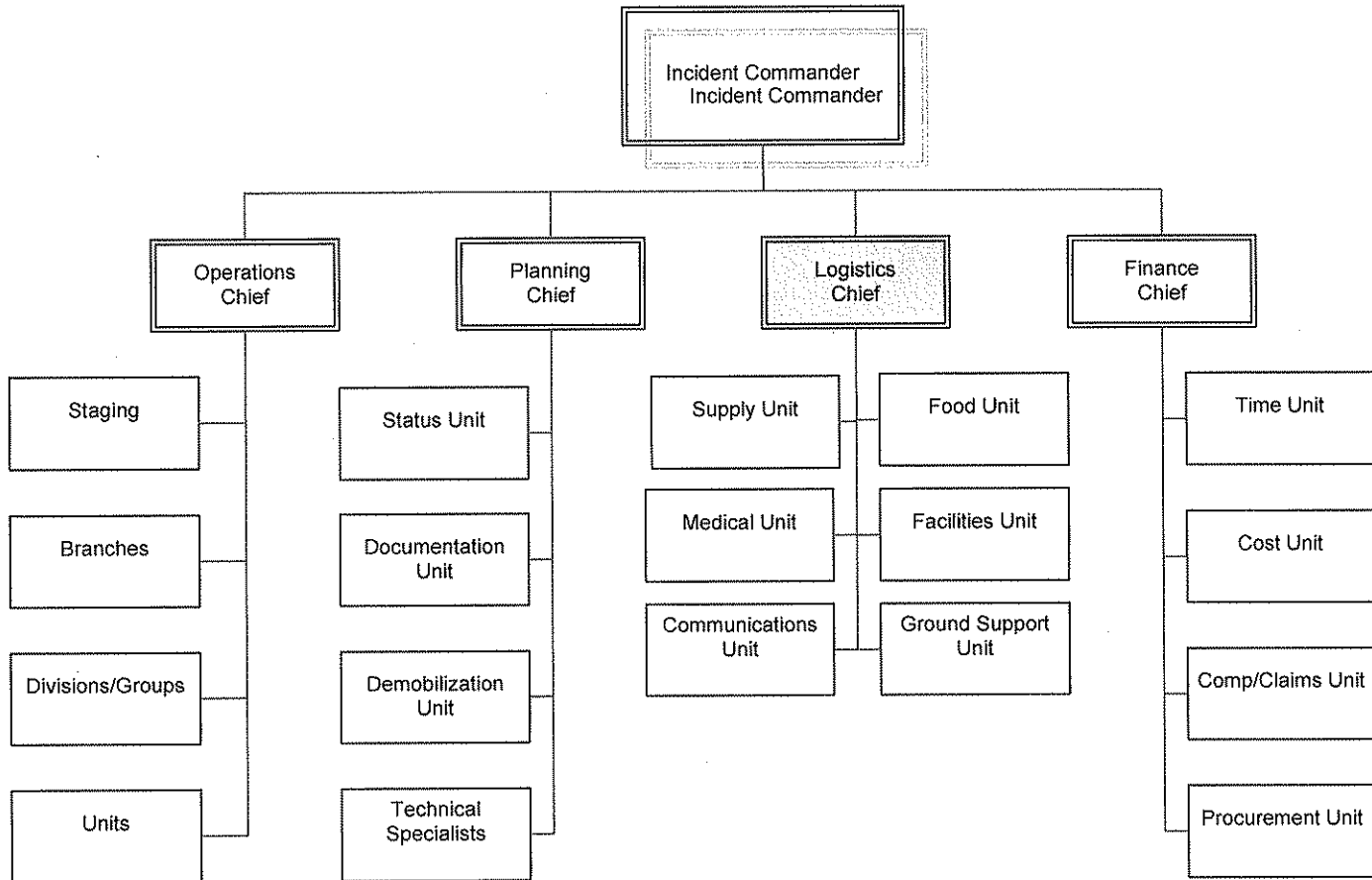
Reports to You: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Planning Section Chief.
 - z. Determine objectives, priorities and constraints on demobilization
- ☐ Review Incident resource records to determine scope of demobilization effort.
 - aa. T-Cards
 - bb. Check-in forms
 - cc. Master Resource List
 - dd. Passports
- ☐ Meet with agency representatives to determine:
 - ee. Agencies not requiring formal demobilization
 - ff. Personal rest and safety needs.
 - gg. Coordination procedures with cooperating-assisting agencies
- ☐ Assess Operations Section's current and projected resource needs.
- ☐ Obtain identification of surplus resources and probable release times.
- ☐ Determine Logistical support needs have released resources (rehab, transportation, equipment replacement, etc.)
- ☐ Determine Finance, Communications, Supply, and other incident check-out stops.
- ☐ Determine de-briefing requirements.
- ☐ Establish communications links with off-incident organizations and facilities.
- ☐ Prepare Demobilization Plan:
 - hh. General-Discussion of demobilization procedure
 - ii. Responsibilities-Specific implementation responsibilities and activities.
 - jj. Release Priorities-According to agency and kind and type of resource.
 - kk. Release Procedures-Detailed steps and process to be followed
 - ll. Directories-Maps, telephone numbers, instructions and other needed elements.
 - mm. Continuity of operations (follow up to incident operations) Public Information

- ☐ Finance Other
 - nn. Designate to whom outstanding paperwork must be submitted.
 - oo. Include demobilization of EOC staff. In general, EOC staff will not be released until:
- ☐ Incident activity is at the level and work load the Department can reasonably assume
- ☐ Incident is controlled On-scene personnel are released except for those needed for patrol and mop-up.
- ☐ Base/EOC is reduced or in the process of being shut down.
- ☐ Planning Section has organized final incident package.
- ☐ Finance Section has resolved major known finance problems and defined process for recovery.
- ☐ Rehabilitation/cleanup accomplished or contracted.
- ☐ Team has conducted or scheduled required debriefings.
- ☐ Obtain approval of Demobilization Plan from Planning Section Chief
- ☐ Distribute Plan to processing points both on and off incident.
- ☐ Monitor implementation of Demobilization Plan
- ☐ Assist in the coordination of the Demobilization Plan
- ☐ Brief relief on current activities and unusual events.
- ☐ Document activity on unit log (ICS214).
- ☐ Give completed incident files to Planning Section Chief.

Logistics Section Position Checklists



LOGISTICS SECTION CHIEF

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and materials (except tactical aircraft) in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan. The Section Chief activates and supervises the Service and Support Branch Directors and the Units within the Logistics Section. **All functions which are not assigned by the Section Chief, remain the responsibility of the Section Chief.**

Reports to: Incident Commander

Reports to You: Service and Support Branch Directors, Supply Unit Leader, Facilities Unit Leader, Ground Support Unit Leader, Food Unit Leader, Medical Unit Leader, Communications Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Incident Commander.
 - pp. Review Situation and Resource status for number of personnel assigned to the incident.
 - qq. Review the current organization
 - rr. Determine whether the Emergency Operations Center should be activated
- ☐ Ensure Emergency Operations Center (EOC) is activated, if appropriate.
 - ss. Notify City staff via phone, pager, radio, and e-mail, as appropriate
 - tt. Request Police Records to notify other local and state emergency management offices via LEDS.
 - uu. Confirm that Police Records has performed the appropriate staffing call out.
- ☐ Determine need for shelter/assembly points for affected citizens.
 - vv. Request shelter activation from American Red Cross, if necessary
 - ww. See Section 5-L, *Sheltering and Mass Care* for more information.
- ☐ With approval from the Incident Commander, and input from EOC, determine a system for request and release of additional resources.
- ☐ Assess adequacy of current communications plan.
- ☐ Organize and staff Logistics Section as appropriate. Consider the need for facility security, Communications, and Supply Units.
- ☐ Assemble, brief, and assign work locations and preliminary work tasks to section personnel.
 - xx. Provide summary of emergency situation
 - yy. Provide summary of the kind and extent of Logistics support the Section may be asked to provide.
- ☐ Notify Planning Section of which Logistics Section units are activated, including names and location of assigned personnel.
- ☐ Attend Planning Meeting and be prepared to offer input, as follows:

Planning Process Checklist

		<u>Task Primary Responsibility</u>
<input type="checkbox"/>	Briefing on situation/resource status	Planning
<input type="checkbox"/>	Set incident objectives	Incident Command
<input type="checkbox"/>	Plot control lines and division boundaries	Operations
<input type="checkbox"/>	Specify tactics for each division/group	Operations
<input type="checkbox"/>	Specify resources needed by division/group	Operations, Planning
<input type="checkbox"/>	Specify facilities and reporting locations	Operations, Planning, Logistics
<input type="checkbox"/>	Develop resource and personnel order	Logistics
<input type="checkbox"/>	Consider communications/Medical/traffic plan requirements	Planning, Logistics
<input type="checkbox"/>	Consider safety issues	Safety
<input type="checkbox"/>	Provide financial update	Finance
<input type="checkbox"/>	Consider interagency liaison issues	Liaison
<input type="checkbox"/>	Consider information issues	Public Information
<input type="checkbox"/>	Finalize/approve/implement plan	Incident Command/All

- ☐ Provide input on resource availability, support needs, identified shortages, and response time lines for key resources
- ☐ Prepare the Logistics Section assignments for the next operational period based on the operational objectives generated at the planning meeting
- ☐ Identify future operational needs (both current and contingency), so as to anticipate logistical requirements
- ☐ Ensure Communications Plan (ICS 205) is prepared
- ☐ Ensure Medical Plan (ICS 206) is prepared
- ☐ Assist the Planning Section in the preparation of the Transportation Plan
- ☐ Establish contact with adjoining and mutual aid cooperators
- ☐ Review Incident Action Plan and estimate section needs for next operational period; order relief personnel if necessary
- ☐ Research availability of additional resources
- ☐ Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units
- ☐ Ensure coordination between Logistics and other Command and General Staff
- ☐ Ensure general welfare and safety of section personnel
- ☐ If evacuation is being assessed, provide input to evacuation plan and provide support for implementation
- ☐ Provide briefing to relief on current activities and unusual situations

- ☐ Review hazard-specific annex
- ☐ Ensure that all personnel observe established level of operational security
- ☐ Maintain Unit Log (ICS 214); ensure all Logistics functions are documenting actions on Unit Log; submit all section documentation to Documentation UL

Logistics Staff

Service Branch Director

The Service Branch Director, when activated, is responsible for the management of all service activities at the incident, including food, communications, and medical support.

All functions which are not assigned by the Branch Director, remain the responsibility of the Branch Director.

Reports to: Logistics Section Chief

Reports to You: Food Unit Leader, Communications Unit Leader, Medical Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Logistics Section Chief.
- ☐ Determine number of personnel to be fed
- ☐ Determine communications systems in use
- ☐ Determine medical support needs of the incident
- ☐ Confirm personnel already requested for Branch
- ☐ Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
- ☐ Provide summary of emergency situation
- ☐ Provide summary of the communications, food, and medical needs of the incident.
- ☐ Ensure establishment of effective incident communications plan.
- ☐ Ensure that incident personnel receive adequate food and water.
- ☐ Coordinate with Operations to ensure adequate medical support to incident personnel.
- ☐ Participate in organizational meetings of Logistics Section personnel.
- ☐ Coordinate activities of Branch Units.
- ☐ Keep Logistics Section Chief apprised of Branch Activities.
- ☐ Maintain Unit Log (ICS 214).

Logistics Staff

Communications Unit Leader

The Communications Unit Leader is responsible for developing plans for the effective and efficient use of incident communications equipment and facilities, installing and testing equipment, and supervision of the EOC Communications. The Unit Leader is also responsible for the distribution and recovery of equipment assigned to incident personnel. The Communications Unit Leader reports to the Logistics Section Chief. **All functions not assigned by the Communications Unit Leader remains the responsibility of the Unit Leader.**

Reports to: Service Branch Director or Logistics Section Chief

Reports to You: Communications Center Manager, Message Center Manager, Incident Dispatchers, Communications Technicians, other staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Logistics Section Chief or the Service Branch Director.
- ☐ Organize and staff unit as appropriate.
- ☐ Assign Communications Center Manager and Lead Incident Dispatcher. The Lead Incident Dispatcher should be from the lead agency for the emergency. DC 911 may accommodate, at the City's request, a city employee to monitor incident activity from 911/EOC. Call the Dispatch Coordinator at DC 911.
- ☐ Assign Message Center Manager. Ensure adequate staff is assigned to answer phones and attend fax machines.
- ☐ Assess communications systems/frequencies in use; advise on communications capabilities/limitations (see Chapter 8, Communications Planning, for detailed radio communication information).
- ☐ Develop and implement effective communications procedures (flow) internal and external to the incident/EOC.
- ☐ During a general telephone system failure, determine which forms of communications within the City are functioning.
- ☐ Contact Facilities Unit Leader, or a member of the Information Systems Division for information on how to check fuses for the phone system.
- ☐ Assess EOC phone load. Activate additional "silent" trunk lines as needed.
- ☐ Prepare and implement Incident Communications Plan (ICS 205).
- ☐ Obtain current organizational chart
- ☐ Determine most hazardous tactical activity; ensure adequate communications.
- ☐ Make communications assignments to all other operations units, including volunteer, contract, or mutual aid.

- ☐ Determine Command communications needs
- ☐ Determine support communications needs.
- ☐ Establish and post any specific procedures for use of EOC communications equipment.
- ☐ See Section 8-A, Communications Plan, for more details.
- ☐ If significant cellular phone support is necessary to ensure adequate communications, request permission of the Logistics Section Chief to recall all City cellular phones for inclusion in the Communications Plan. (See Section 8-A, Communication Plan, for a list of City cellular phones.)
- ☐ Include cellular phones and pagers in Incident Communications Plan (ICS 205) if appropriate.
- ☐ Determine specific organizational elements to be assigned telephones.
- ☐ Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, city facilities, other governmental entities' EOCs, etc.); determine and document phone numbers.
- ☐ Determine which phones/numbers should be used by which personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, state and federal agencies.
- ☐ **Do not publicize outgoing call lines.**
- ☐ Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system. See Chapter 8, Communications Planning, for details.
- ☐ Ensure radio logs are available and being used.
- ☐ Determine need and research availability of additional nets and systems. Order through Supply Unit after approval by Section Chief.
- ☐ State/Federal Systems – Additional radios and other communications devices, including repeaters, radio-telephone interconnects, and satellite down-link capabilities may be available through FEMA, the Oregon Department of Forestry, the US Forest Service, or the Bureau of Land Management.
- ☐ The Oregon State Police have a mobile EOC/communications van which may replace or augment emergency communications. The van contains State Police frequencies, programmable high band, UHF, CB and HAM radios, cellular phones, and search and rescue and Oregon Police Emergency Network frequencies.
- ☐ State fire net (154.280 MHz) provides a common fire frequency throughout state to be used in Conflagration Act response, hazardous materials incidents, and other expanded mutual aid operations. Fire Net is installed

in all front-line apparatus and in the VHF public safety radios in the EOC and the Battalion Chief's office.

- ☐ The Emergency Operations Center has six (6) 800 MHz handheld radios which may be distributed and used during emergencies.
- ☐ Document malfunctioning communications equipment and facilitate repair. See Chapter 8, Communications Planning for details.
- ☐ Establish and maintain communications equipment accountability system.
- ☐ Provide technical information, as required, on:
 - Adequacy of communications system currently in use.
 - Geographic limitation on communications equipment.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- ☐ Estimate unit needs for expected operations; order relief personnel.
- ☐ Provide briefing to relief on current activities and unusual situations.
- ☐ Review hazard-specific annex.
- ☐ Serve as contact point to assess communications load on Police Records.
- ☐ Maintain Unit Log (ICS 214); submit all documentation to Documentation Unit Leader.

Logistics Staff

Communications Center Manager

The Communications Center Manager is responsible for managing the information flow of radio communications within the Emergency Operations Center. **All functions not assigned by the Communications Center Manager remain the responsibility of the Communications Center Manager.**

Reports to: Communications Unit Leader

Reports to You: Lead Incident Dispatcher, Amateur Radio Operators

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Communications Unit Leader. Determine:
 - Location of assignment
 - Communications procedures
 - Frequencies or Talk Groups in use
 - Nets established or to be established
 - Equipment status
 - Capabilities, limitations, restrictions
 - Communications and message center procedures

- Dispatchers/radio operators assigned
- ☐ Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).
- ☐ Assist in setting up Communications Center.
- ☐ Receive and route radio transmissions to and from field and EOC personnel. Document message on message form, keep appropriate copy, and give the rest to Message Center Manager for distribution.
- ☐ Maintain file of Communication Center copies of message forms.
- ☐ Ensure that logs are kept up to date.
- ☐ Ensure that messages are routed in a timely fashion.
- ☐ Report significant events to the Message Center Manager to post to the major event log.
- ☐ Report overloaded communications frequencies to Communications Unit Leader.
- ☐ Supervise incident dispatchers and radio operators; ensure adequate relief.
- ☐ Upon demobilization, assist in developing post-demobilization follow-up communications process.

Logistics Staff

Message Center Manager

The Message Center Manager is responsible for managing the information flow of radio messages and telephone communications within the Emergency Operations Center. The Message Center Manager receives, records, and routes information and administrative and tactical traffic. The Message Center Manager is responsible for collecting and routing all radio and telephone messages, and for posting significant messages to the major event display.

Reports to: Communications Unit Leader

Reports to You: Telephone Operators

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Communications Unit Leader. Determine:
 - zz. Location of assignment
 - aaa. Communications procedures
 - bbb. Telephone numbers in use
 - ccc. Telephone assignments
 - ddd. Equipment status

eee. Capabilities, limitations, restrictions

fff. Communications and Message Center procedures

ggg. Operators assigned

- ☐ Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).
- ☐ Assist in setting up Message Center. Activate EOC telephone system as appropriate.
- ☐ Set up and manage major event display. This may be done via overhead projector, white board, or flip chart.
- ☐ Collect and route message forms from dispatchers and other EOC personnel.
- ☐ Staff Messenger positions as needed.
- ☐ Receive and route fax messages. See Chapter 8, Communications Planning for City fax numbers.
- ☐ Receive, number, and route telephone messages to and from field and EOC personnel.
- ☐ Receive, number, and route radio messages from the Communications Center Manager to and from EOC staff.
- ☐ Maintain file of Message Center copies of radio and telephone message forms.
- ☐ Ensure that logs are kept up to date.
- ☐ Ensure that messages are routed in a timely fashion.
- ☐ Post significant events to the major event log.
- ☐ Report overloaded phone systems to Communications Unit Leader. See *EOC Operations and Emergency Phone Usage* guide for additional phone capabilities.
- ☐ Supervise telephone operators; ensure adequate relief.

Incident Telephone Operator

The Incident Telephone Operator is responsible for receiving and transmitting telephone messages among and between personnel.

Reports to: Communications Unit Leader or Message Center Manager

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Communications Unit Leader or Message Center Manager. Determine:
 - hhh. Location of assignment

- iii. Communications procedures
- jjj. Telephone numbers in use
- kkk. Telephone assignments
- III. Equipment status
- mmm. Capabilities, limitations, restrictions
- nnn. Communications and Message Center procedures
- ooo. Operators assigned
- ☐ Assist in setting up Message Center.
- ☐ Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).
- ☐ Review telephone assignments within the EOC and numbers of frequently contacted entities in the field and external to the incident. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.
- ☐ Determine what lines are dedicated to outgoing phone messages. These numbers should not be released to anyone but EOC staff. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.
- ☐ Determine what cellular phones are being used, and at what location. For a complete list of City cellular phones, see Chapter 8, Communications Planning.
- ☐ Determine what phone lines are dedicated to Rumor Control. Relay these numbers to Public Information Officer for distribution to the press and public. These lines should be kept free for incoming calls. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.
- ☐ Confirm what information may be released to the public. The Supervisory Information Officer should provide a statement which can be delivered to people who call for information. **DO NOT RELEASE UNAUTHORIZED INFORMATION OR ADVICE, SPECULATE ON INCIDENT TIME FRAMES, OR COMMENT ON THE CONDUCT OF THE INCIDENT. IF IN DOUBT, REFER CALLER TO APPROPRIATE EOC STAFF.**
- ☐ Determine what other rumor control systems are in place. This may include the Patient Locator System (mass casualty), and the Deschutes County/ Bend area public assistance lines. Obtain these numbers for release to the public.
- ☐ Receive and transmit messages within and external to the incident. Document message on message form, keep appropriate copy, and give the rest to the Message Center Manager for distribution.
- ☐ Maintain message log.
- ☐ Report overload situation to Communications Unit Leader or Message Center Manager.

- ☐ Request service on any inoperable or marginal equipment through the Communications Unit Leader.
- ☐ Provide briefing to relief on:
 - ppp. Current activity
 - qqq. Equipment status
 - rrr. Any unusual communications situations
 - sss. Constraints on the release of information.
- ☐ Turn in message log and equipment documentation to Supervisor.

Logistics Staff

Communications Technicians

Communications Technicians are responsible for all technical communications functions.

Report to: Communications Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Communications Unit Leader; obtain Communications Plan, if available.
- ☐ Provide technical advice to Communications Unit Leader.
- ☐ Install and test incident communications systems (radios, telephone, repeaters, and antennas).
- ☐ Maintain an inventory of communications equipment and support needs (i.e. batteries).
- ☐ Test and repair communications equipment.
- ☐ Provide briefing to relief on current activities and unusual situations.
- ☐ Maintain Unit Log (ICS214).

Logistics Staff

Food Unit Leader

The Food Unit Leader is responsible for determining feeding requirements at all incident facilities; menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas. The Food Unit Leader reports to the Logistics Section Chief. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to: Logistics Section Chief or Service Branch Director

Report to You: Food Service Workers, Food Contractors, other staff as assigned.

The following checklist should be considered as minimum requirements for this position.

Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Logistics Section Chief or Service Branch Director.
- ☐ Determine potential duration of incident.
- ☐ Determine number of personnel to be fed.
- ☐ Determine when last meal was provided.
- ☐ Determine food service requirements for planned and expected operations.
- ☐ Determine best method of feeding to fit situation.
- ☐ Determine location of working assignment.
- ☐ Serve as City liaison to private or volunteer food services if their kitchens are activated for the public or responders
- ☐ The City of Bend will refer the public only to those feeding operations managed by the American Red Cross.
- ☐ See attached checklist for use with local commercial food providers and vendors.
- ☐ Contact, schedule and supervise cooks and other unit personnel.
- ☐ Obtain necessary equipment and supplies to operate food facilities. Place orders through Supply Unit.
- ☐ Set up food equipment.
- ☐ Prepare menus to ensure incident personnel of well-balanced meals.
- ☐ Ensure sufficient potable water and beverages for all incident personnel.
- ☐ Coordinate transportation of food and drinks to the scene with Ground Support.
- ☐ Ensure that appropriate health and safety measures are taken. Coordinate activity with Safety Officer.
- ☐ Keep inventory of food on hand, and check in food orders.
- ☐ Provide cost information to Finance Section.
- ☐ Brief relief on current activities and unusual situations.
- ☐ Document action taken on unit log (ICS 214).

Checklist for Use of Caterer

- ☐ Obtain briefing from Logistics Section Chief.
- ☐ Determine food service requirements for planned and expected operations.
- ☐ Determine appropriate feeding method and source to meet the needs of the incident.
- ☐ Obtain bids if not done prior to incident (coordinate with Procurement

Unit).

- ☐ Obtain approval from Logistics Section Chief prior to ordering from a commercial vendor.
- ☐ Arrange for food provider from appropriate and approved source.
 - ttt. The City of Bend will refer the public and responders only to those feeding operations operated by the Red Cross or City-approved sources.
- ☐ Ensure sufficient potable water and beverages for all incident personnel.
- ☐ Ensure that appropriate health and safety measures are taken during food preparation and serving. Coordinate activities with Safety Officer.
- ☐ Supervise administration of food service agreement, if applicable.
- ☐ Provide copies of receipts and/or bills to Finance Section.
- ☐ Document action taken on Unit Log (ICS 214).

Logistics Staff

Medical Unit Leader

The Medical Unit is responsible for providing medical assistance to incident personnel. Medical assistance to the public at large is the responsibility of medical resources within the Operations Section. Depending upon the needs of the incident, Operations may also provide medical support to incident personnel. The Medical Unit Leader position will be staffed by the Fire Department. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to: Logistics Section Chief, or Service Branch Director

Reports to You: Medical personnel, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Service Branch Director or Logistics Section Chief.
 - uuu. Obtain information on any injuries which occurred during initial response operations.
 - vvv. Name and location of Safety Officer
- ☐ Determine level of emergency medical activities performed prior to activation of Medical Unit.
 - www. Number and location of aid stations.
 - xxx. Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
 - yyy. Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
 - zzz. Medical supplies needed

aaaa. Coordinate medical support with Operations Section.

bbbb. Determine who will contact AirLife in the event of activation.

cccc. Perform necessary notifications to AirLife if so assigned.

- ☐ Respond to requests for medical treatment and transportation.
- ☐ Request/supervise Rescue and/or ambulance support. Order through Supply Unit after confirming with Section Chief.
- ☐ Prepare the Incident Medical Plan (ICS 206), including procedures for major medical emergency. Plan should include:

dddd. Medical Assembly Area

eeee. Triage Area

ffff. Ambulance Traffic Route

gggg. Landing Zone for Life flight (incident and hospital)

hhhh. Aid Station Location(s)

iiii. Hazard specific information (hazmat treatment, etc.)

jjjj. Closest hospitals

kkkk. Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

llll. Coordinate the plan with the medical organization within the operations section.

- ☐ Obtain approval of Safety Officer
- ☐ Coordinate Incident Medical Plan with local hospitals.
- ☐ Declare major medical emergency, as appropriate.
- ☐ Respond to requests for medical aid.
- ☐ Notify Safety Officer and Logistics SC of all accidents and injuries.
- ☐ Respond to requests for medical supplies.
- ☐ Prepare medical reports; provide copies to Documentation Unit.
- ☐ Submit reports as directed; provide copies to Documentation Unit Leader.
- ☐ Brief relief on current activities and unusual circumstances.
- ☐ Review hazard specific annex.
- ☐ Maintain Unit Log (ICS 214).

Logistics Staff

Support Branch Director

The Support Branch Director, when activated, is responsible for the management of all support activities at the incident, including facilities, resource ordering, and ground support. **All functions not assigned by the Branch Director remain the responsibility of the Branch Director.**

Reports to: Logistics Section Chief

Reports to You: Facilities Unit Leader, Ground Support Unit Leader, Supply Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Logistics Section Chief.
- ☐ Determine facilities activated in support of the incident
- ☐ Determine ground support and transportation needs
- ☐ Determine resource ordering process
- ☐ Confirm personnel already requested for Branch
- ☐ Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.
- ☐ Confirm facilities in use and determine the potential for additional facilities.
- ☐ Determine need for fuel delivery and vehicle support.
- ☐ Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.
- ☐ Staff Branch appropriately.
- ☐ Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
- ☐ Provide summary of emergency situation
- ☐ Provide summary of the facility, supply, and ground support needs of the incident.
- ☐ Participate in organizational meetings of Logistics Section personnel.
- ☐ Coordinate activities of Branch Units.
- ☐ Keep Logistics Section Chief apprised of Branch Activities.
- ☐ Maintain Unit Log (ICS 214).

Logistics Staff

Supply Unit Leader

The Supply Unit Leader is responsible for ordering personnel, equipment, and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expendable supplies and equipment. The Supply Unit Leader reports to the Logistics Section Chief. **All functions that are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director

Reports to You: Ordering Managers, Receiving and Distribution Managers, Volunteer and Employee Welfare Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of

the incident.

- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director
- ☐ Determine charge code for incident.
- ☐ Confirm ordering process
- ☐ Assess need for 24-hour staffing
- ☐ Determine scope of supply process
- ☐ Organize and staff unit as appropriate.
- ☐ Consider need for "lead agency" representation in ordering process
- ☐ Consider dividing ordering responsibilities either by discipline or by type (equipment, personnel, supplies)
- ☐ Consider the need to confirm the welfare of families of personnel on shift.
- ☐ Consider the need to coordinate the activities of volunteer organizations and distribute donations.
- ☐ Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system rules and chain-of-command for ordering.
- ☐ Establish a clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- ☐ Confirm process for coordinating contract-related activities with the Procurement Unit.
- ☐ Confirm process for petty cash and emergency purchase orders with Finance Section.
- ☐ Determine type and amount of supplies and equipment on hand and en route.
- ☐ Contact Resource Unit to determine resources on order.
- ☐ Receive resource orders from authorized incident staff. Document on Resource Order Form (in Logistics Kit).
- ☐ Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.),
- ☐ Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
- ☐ Obtain estimated price for resources which expect reimbursement.
- ☐ Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.
- ☐ Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.
- ☐ Order, receive, distribute, and store supplies and equipment.
- ☐ Obtain resource name, number, identifiers, etc., along with ETAs.
- ☐ Relay this information to appropriate staff.

- ☐ Advise affected Unit or Section of changes in arrival times of requested resources.
- ☐ Advise immediately if order cannot be filled.
- ☐ Alert Section Chief to changes in resource availability which may affect incident operations.
- ☐ Develop and implement safety and security requirements for supply areas.
- ☐ Review Incident Action Plan for information affecting Supply Unit.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Service re-usable equipment.
- ☐ Keep and submit copies of all orders and related documentation to the Documentation Unit.
- ☐ Brief relief on status of outstanding orders, current activities, and unusual situations.
- ☐ Review hazard specific annex.
- ☐ Document action taken on unit log (ICS 214) and resource order form.

Logistics Staff

Ordering Manager

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident.

Report to: Supply Unit Leader

Reports to You: Additional Unit Personnel as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Supply Unit Leader.
- ☐ Confirm charge code and ordering procedures.
- ☐ Determine names/positions of incident personnel who have ordering authority.
- ☐ Determine what resources/supplies are on hand, and what has been ordered or is en route.
- ☐ Obtain necessary supplies, work space, and forms.
- ☐ Obtain copy of current city vendor list from Finance or Accounts Payable.
- ☐ Obtain copy of current Emergency Resource List.
- ☐ Obtain copy of Public Works' Qualified/Disqualified Contractor Lists.
- ☐ Establish contact with personnel from cooperating agencies and vendors who will receive orders.
- ☐ Mutual Aid Resources, fire, law enforcement, public works-Contact source.

- ☐ Non-mutual aid resources from Deschutes County - Contact Deschutes County Emergency Management at 388-6655
- ☐ State Agency Resources-Contact 800-452-0311. Confirm with Unit Leader before placing order.
- ☐ Federal Resources-Contact 800-452-0311. (As a local government, Bend has no "bill-back" capability to deal directly with federal agencies. This may require a disaster declaration). Confirm with Unit Leader before placing order.
- ☐ Public Sector Vendors-Contact source, obtain price quote. Observe ordering restrictions-coordinate contracting activities with Procurement Unit.
- ☐ Receive and process resource orders-ensure that order forms are filled out correctly and completely.
- ☐ Place orders in a timely manner.
- ☐ Consolidate orders where possible.
- ☐ Set up filing system for orders.
- ☐ Brief relief on current situation and unusual situations.
- ☐ Forward cost information to Finance Section.
- ☐ Identify times and locations for delivery of supplies and equipment.
- ☐ Document ownership/home agency/base for resources assigned to the incident-share this information with Planning Section.
- ☐ Keep Receiving/Distribution Manager informed of orders placed, and ETA's.
- ☐ Document all action taken on unit log, and order forms; submit all documents to
- ☐ Documentation Unit.

Logistics Staff

Receiving and Distribution Manager

The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment other than primary resources, and the service and repair of tools. Distribution centers or supply areas may be required for the general public, as well as the response organization.

Report to: Supply Unit Leader

Reports to You: Additional Unit Staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Supply Unit Leader.

- ☐ Determine supply area location(s)
- ☐ Determine staffing needs
- ☐ Determine security needs
- ☐ Order personnel required to operate and secure supply area.
- ☐ Determine location for supply area(s). Consider:
 - mmmm. Size requirement
 - nnnn. Ease of access for suppliers
 - oooo. Ease of access for responders/Ground Support Unit
 - pppp. Security
 - qqqq. Protection from the elements
- ☐ Organize physical layout of supply area. Consider:
 - rrrr. Security
 - ssss. Protection from the elements
 - tttt. Safety
 - uuuu. Accessibility
- ☐ Receive, inventory, store and distribute resources.
- ☐ Establish procedures for operating supply area.
- ☐ Set up filing system for receiving and distributing supplies and equipment.
- ☐ Notify Ordering Manager of supplies and equipment received.
- ☐ Provide necessary supply records to Documentation Unit.
- ☐ Prepare list of lost/stolen/broken equipment.
- ☐ Document action taken on unit log (ICS214).

Volunteer Resource and Employee Welfare Manager

The Volunteer Resource and Employee Welfare Manager are responsible for researching and communicating the status of the families of personnel who are on duty when the emergency arises. This task should be relatively short-term. The Manager is also responsible for developing a registration and placement process for emergent volunteers, and for developing a system to receive and distribute donated goods.

Report to: Supply Unit Leader

Reports to You: Additional staff as assigned.

- ☐ Assess the need to determine the status of the families of on-duty personnel and to provide management for volunteers and donated goods. Staff the function appropriately.
- ☐ Using lists provided in Section II-H, *Reporting*, confirm welfare of families of response personnel.
- ☐ Provide welfare information for Command approval prior to distribution to incident personnel.
- ☐ Provide welfare information to Communications Center Manager for communication to field personnel.

- ☐ Establish a method to receive and transmit personal information between on-duty personnel and family members.
- ☐ Ensure that personal messages between on duty staff and family members are transmitted in a timely fashion.
- ☐ Establish a method to register volunteer personnel and equipment. Work with Supply Unit Leader to assign volunteer resources appropriately. Ensure volunteers so assigned are registered as emergency workers, and have signed a "hold harmless" statement.
- ☐ Establish a method to receive, inventory, and distribute donated goods. This may include cash, food, clothing, or other resources. Coordinate activities with volunteer agencies such as the American Red Cross, local churches, and the Salvation Army.
- ☐ Ensure persons and organizations donating personnel or goods and services receive a formal acknowledgment of their donation.

Logistics Staff

Facilities Unit Leader

The Facilities Unit Leader is responsible for the layout and activation of incident facilities, including the EOC. The Unit provides sleeping and sanitation services for incident personnel, and manages base operations. Each facility or base will be assigned a manager who reports to the Facilities Unit Leader, and is responsible for managing the operation of the facility. The basic functions or activities of the Manager are to provide security and general maintenance. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director

Reports to You: Facility/Base Manager, Security Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Logistics Section Chief or the Support Branch Director.
 - vvvv. Expected duration and scope of the incident.
 - www. Facilities already activated
 - xxxx. Anticipated facility needs.
- ☐ Activate EOC according to procedure in Chapter 10, EOC activation.
- ☐ Assess need for additional EOC space for Supply Unit and Situation Unit and others as necessary. Coordinate extra space with the Environmental Services Department.
- ☐ Obtain a copy of the Incident Action Plan. Determine:

- yyyy. Location of Command Post (if not in EOC),
- zzzz. Evacuation congregation points
- aaaaa. Shelters
- bbbbb. Staging areas
- ccccc. Employee child care (volunteer trailer)
- ddddd. Supply/Receiving/Distribution Centers
- eeee. Information/Media Briefing Center
- ffff. Other incident facilities.
- ☐ Determine requirements for each facility to be established.
 - ggggg. Sanitation
 - hhhhh. Sleeping
 - iiii. Feeding
 - jjjj. Supply area
 - kkkkk. Medical support
 - llll. Communications needs
 - mmmmm. Security needs
 - nnnnn. Lighting
- ☐ In cooperation with other incident staff, determine the following requirements for each facility:
 - oooo. Needed space
 - ppppp. Specific location
 - qqqqq. Access
 - rrrr. Parking
 - sssss. Security
 - tttt. Safety
- ☐ Plan facility layouts in accordance with above requirements.
- ☐ Coordinate negotiation for rental office or storage space:
 - uuuuu. < 60 days -Coordinate with Procurement Unit.
 - vvvvv. >60 days-Coordinate with Procurement Unit, City Facilities Manager, and IS Department.
- ☐ Video or photograph rental office or storage space prior to taking occupancy.
- ☐ Ensure EOC generator is fueled.
- ☐ Maintain Unit Log.
- ☐ Forward documentation to Documentation Unit Leader.

Logistics Staff

Security Manager

The Security Manager is responsible for the security of incident facilities, staging and supply areas. Each location will be assigned one or more security personnel who report to the Security Manager, and are responsible for **all functions that are not assigned**

by the Security Manager remain the responsibility of the Security Manager.

Report to: Facilities Unit Leader

Reports to You: Security Staff

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Facilities Unit Leader
- ☐ Expected duration and scope of the incident.
- ☐ Facilities, staging, and supply areas already activated
- ☐ Anticipated security needs.
- ☐ Staff security as indicated by the above considerations.
- ☐ Establish contact with Police Department and other law enforcement agencies as required.
- ☐ Coordinate with Supply Unit, Resource Unit, and Liaison Officer to discuss any special custodial requirements that may affect operations.
- ☐ Develop security plan for incident facilities.
- ☐ Adjust security plan for personnel and equipment changes and releases.
- ☐ Keep the peace, prevent assaults, settle disputes through coordination with department or agency representatives.
- ☐ Prevent theft of all government and personal property.
- ☐ Document all complaints and suspicious occurrences.
- ☐ Demobilize in accordance with Incident Demobilization Plan.

Logistics Staff

Base/Facility Manager

The Base/Facility Manager is responsible for the management of a specific incident facility, and ensures that appropriate sanitation, security, and facility management services are conducted at the facility.

Report to: Facilities Unit Leader

Reports to You: Maintenance Staff

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Facilities Unit Leader. Determine:
 - ☐ Number of personnel who will be active at the facility
 - ☐ Special requirements or restrictions on facility or operations
- ☐ If using a facility that does not belong to the City, work with the owner to

document the condition of the facility prior to occupancy, and prior to demobilization.

- ☐ Determine personnel support requirements.
- ☐ Determine whether facility maintenance and utilities will be provided by you and your staff, or be provided as part of a contract.
- ☐ Ensure that all facilities and equipment are set up and properly functioning. This includes as appropriate:
 - wwwww. Office equipment (copy machines, furnishings, etc.)
 - xxxxx. Communications
 - yyyyy. Sanitation
 - zzzzz. Sleeping facilities/area assignments
 - aaaaa. Ensure that strict compliance is made with all applicable safety regulations.
 - bbbbb. Ensure that all facility maintenance services are provided (monitor contract if service is provided by vendor).
- ☐ Demobilize facility in accordance with Incident Demobilization Plan.

Logistics Staff

Ground Support Unit Leader

The Ground Support Unit is primarily responsible for: 1) support of out-of-service resources; 2) transportation of personnel, supplies, food, and equipment; 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and 4) implementing the transportation plan for the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director

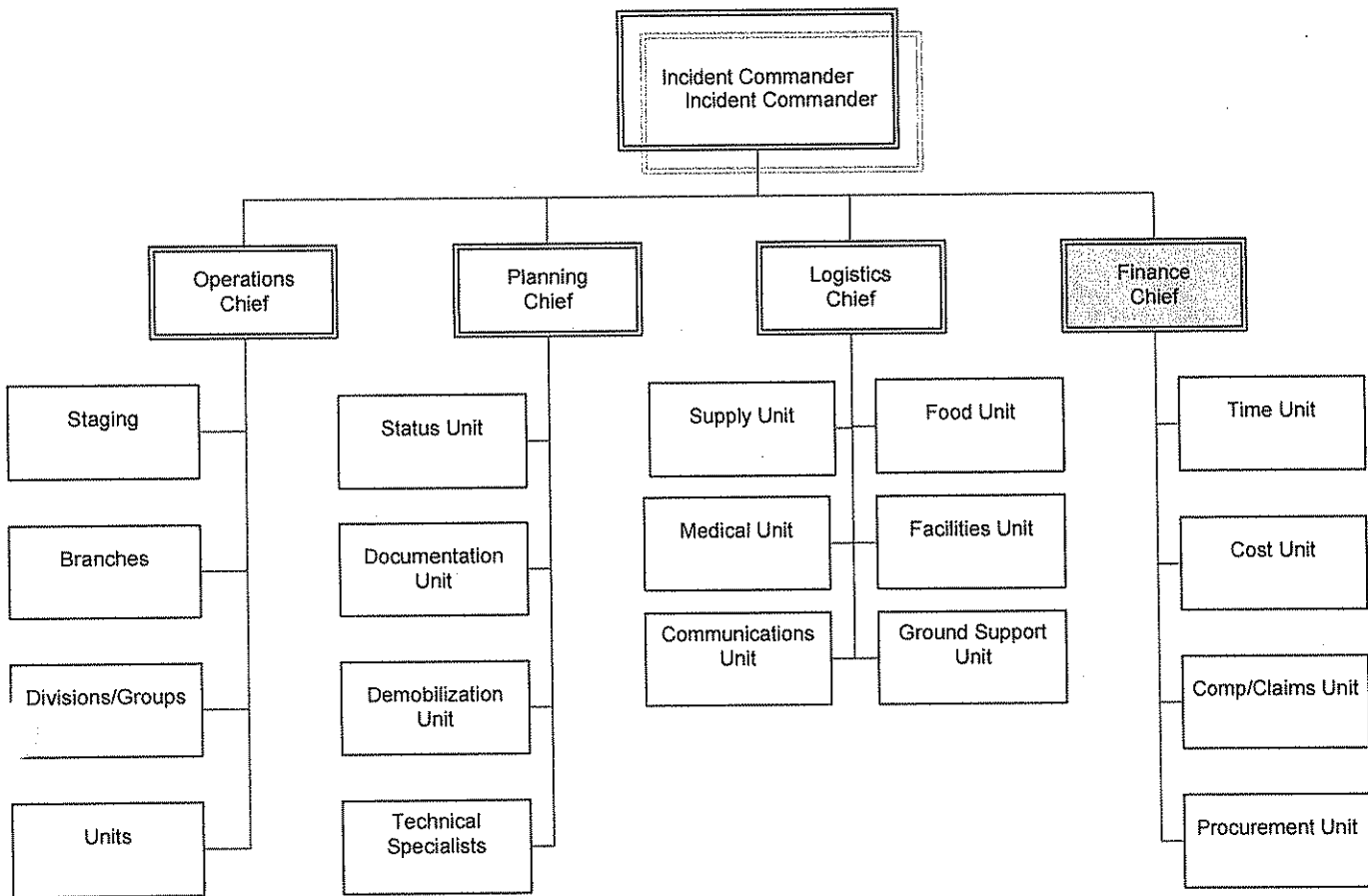
Reports to You: Mechanics, Drivers, Equipment Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director.
 - ccccc. Fueling needs of apparatus on incident.
 - ddddd. Transportation needed to support evacuation.
 - eeeeee. Transportation needed for responders.
 - fffff. Location of Supply Unit receiving and distribution point(s)
 - gggggg. Restrictions on transportation routes.
 - hhhhh. Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.
- ☐ Staff Unit as indicated by the above considerations.

- ☐ Consider the need to use City pool vehicles or rental vehicles to augment transportation resources.
- ☐ Support out-of-service resources according to agreement for mutual aid and rental equipment.
- ☐ Notify Resource Unit of all changes on support and transportation vehicles.
- ☐ Arrange for and activate towing, fueling, maintenance and repair services. Consider staffing card lock fuel facilities or activation of the fueling agreement with Deschutes County to ensure efficient fueling operation and record-keeping.
- ☐ Maintain fuel and parts and service use records and cost summaries. Forward to Finance Section.
- ☐ Maintain inventory of support and transportation vehicles.
- ☐ Provide transportation services.
 - iiiiii. Review IAP for transportation requirements.
 - jjjjjj. Review inventory for needed resources.
 - kkkkkk. Request additional resources through Supply Unit. Give type, time needed, and reporting location.
 - llllll. Schedule use of support vehicles.
 - mmmmmm. Document mileage, fuel consumption, and other costs.
- ☐ Implement transportation plan
 - nnnnnn. Determine time-lines
 - oooooo. Identify types of services required
 - pppppp. Assign resources required to implement plan.
- ☐ Order maintenance, repair, and fuel supplies through Supply Unit.
- ☐ Ensure that the condition of rental equipment is documented prior to use. Coordinate with Procurement Unit Leader.
- ☐ Maintain Unit Log (ICS 214).

Finance Section Position Checklists



FINANCE SECTION CHIEF

The Finance Section Chief, a member of the General Staff, is responsible for all financial and cost analysis aspects of the incident. This includes maintaining an audit trail, billing, and invoice payments, and documentation of labor, materials, and services used during incident activities. The Finance Section also has major responsibility for preparing documentation for cost reimbursement in the event of a federally declared disaster. The Finance Section Chief activates and supervises units within the Finance Section. **All functions that are not assigned by the Section Chief, are the responsibility of the Section Chief.**

Report to: Incident Commander

Reports to You: Cost Unit Leader, Time Unit Leader, Compensation and Claims Unit Leader, Procurement Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Incident Commander.
 qqqqqq. Determine level of fiscal process
 rrrrrr. Determine potential for rental or contract services
 ssssss. Assess potential for legal claims arising out of incident activities
 tttttt. Identify applicable financial guidelines and policies
- ☐ Establish charge code for emergency operations. Ensure all Departments, Sections and the Supply Unit are aware of charge code (see end of this Chapter for cost code and format information).
- ☐ Confirm/establish purchasing guidelines.
- ☐ Organize and staff section as appropriate.
 uuuuuu. Determine the need for 3rd Party Administrator representation
- ☐ Notify Resource Unit of Finance Section Units activated, including names and locations of assigned personnel.
- ☐ Identify financial requirements for planned and expected operations.
 vvvvvv. Request copies of all response-related agreements activated
- ☐ Facilitate necessary adjustments to City contingency funds, bank accounts, etc.
- 2. Coordinate with Command and General staff and HRD to determine the need for temporary employees. Ensure that proper tax documentation is completed.
- ☐ Attend planning meetings; provide financial and cost-analysis input.
 - a. Provide financial summary on labor, materials, and services.
 - b. Prepare forecasts on costs to complete operations.
 - c. Provide cost benefit analysis as requested.

Planning Process Checklist

		<u>Task Primary Responsibility</u>
3.	Briefing on situation/resource status	Planning
4.	Set incident objectives	Incident Command
5.	Plot control lines and division boundaries	Operations
6.	Specify tactics for each division/group	Operations
7.	Specify resources needed by division/group	Operations, Planning
8.	Specify facilities and reporting locations	Operations, Planning, Logistics
9.	Develop resource and personnel order	Logistics
10.	Consider communications/Medical/traffic plan requirements	Planning, Logistics
11.	Consider safety issues	Safety
12.	Provide financial update	Finance
13.	Consider interagency liaison issues	Liaison
14.	Consider information issues	Public Information
15.	Finalize/approve/implement plan	Incident Command/All

- ☐ Meet with assisting and cooperating agencies as required determining any cost-share agreements or financial obligations.
- ☐ Ensure that all personnel time records reflect incident activity, and that records for non- city personnel are transmitted to home agency or department according to policy.
 - a. Notify Departments and incident management personnel when emergency timekeeping process is in effect, and where timekeeping is taking place (at level III Finance staffing or at discretion of Section Chief).
 - b. Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- ☐ Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- ☐ Brief City administrative personnel on all incident related business management issues needing attention, and follow up.
- ☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds (see Section II-H, Reporting for identification codes and format information), including auditing and documenting labor, equipment, materials, and services.
 - c. Labor-with breakdown of work locations, hours and rates for response personnel, subcontractor personnel, and consultants.
 - d. Equipment rentals, with breakdown of work locations, hours and rates for aircraft, heavy equipment, and other transportation equipment.
 - e. Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

- ☐ Initiate, maintain and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on volunteers formally assigned to the incident, as well as paid employees and mutual aid personnel).
- ☐ Assist Logistics in resource procurement.
 - f. Identify vendors for which open purchase orders or contracts must be established.
 - g. Negotiate ad hoc contracts
 - h. Assist Situation Unit in damage assessment.
 - i. Establish damage assessment files as described in Section II-H, *Reporting*.
 - j. Coordinate secondary damage assessment teams with Planning Section and State and Federal assessment teams.
 - k. Maintain fiscal estimates and documentation.
- ☐ Ensure coordination between Finance and other Command and General Staff.
 - l. Ensure that all Sections submit time records
 - m. Reconcile Time records with Resource Unit records of personnel on incident.
 - n. Request copies of invoices for supply orders.
 - o. Assist in accident investigation as requested.
- ☐ Supervise Section activities, ensure adequate relief.
- ☐ Brief relief on current activities and unusual events.
- ☐ Hold Section meetings as necessary to ensure communication and coordination among Finance Section Units.
- ☐ Ensure all staff observes established level of operational security.
- ☐ Maintain Unit Log (ICS214). Make sure Section personnel are maintaining Unit Logs.

Finance Staff

Time Unit Leader

The Time Unit Leader is responsible for personnel and equipment time recording. All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Report to: Finance Section Chief

Reports to You: Time Recorders, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Finance Section Chief.
- ☐ Determine incident requirements for time recording.
- ☐ Determine required time-lines for reports.
- ☐ Determine location of timekeeping activity.

- ☐ Determine number of personnel and rental equipment for which time will be kept.
- ☐ Organize and staff unit as appropriate.
- ☐ Advise Ground Support, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time. Provide appropriate forms.
- ☐ Establish contact with appropriate agency personnel representatives.
- ☐ Determine time-keeping constraints of individual agencies
- ☐ Time will be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
- ☐ Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
- ☐ Establish files for time records as appropriate.
- ☐ Provide for records security.
- ☐ Ensure that all records are complete or current prior to demobilization.
- ☐ Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- ☐ Brief Finance Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- ☐ Brief relief on current activity and unusual events.
- ☐ Document action taken in unit log (ICS214).

Finance Staff

Time Recorder

The Personnel Time Recorder is responsible for collecting, organizing, reporting, and filing, daily personnel time documents (TARS), and equipment rental time reports.

Reports to: Time Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Time Unit Leader.
- ☐ Determine time-lines for reporting cost information.
- ☐ Determine what resources will require time records.
- ☐ Establish and maintain a file for employee and equipment time reports within the first operational period. Depending upon the needs of the incident, this may be done manually or electronically. Include:
 - p. City, special hire, mutual aid, and volunteer personnel.
 - q. City, special hire, mutual aid, and volunteer equipment
- ☐ Initiate, gather, or update a time report from all personnel and equipment

assigned to the incident according to time-lines established for each operational period. Ordinarily, this will be accomplished through Section supervisors.

- ☐ Ensure that all Sections are reporting personnel time on the appropriate forms. Provide forms as necessary.
- ☐ Coordinate with Operations Section, Ground Support and Supply Units for equipment use information.
- ☐ Assist units in establishing a system for collecting equipment time reports, and reconcile all time data and deductions with owner/operator of the equipment.
- ☐ Ensure that all equipment time is documented within four hours after the end of each operational period.
- ☐ Ensure that all personnel travel and work hours, specific pay provisions, and terminations to personnel time documents are posted within four hours of the end of the shift.
- ☐ Submit data to Time and Cost Unit Leaders for cost effectiveness analysis.
- ☐ Ensure that all employee identification information is correct on the time report.
- ☐ On each shift, close out time documents prior to personnel leaving the incident.
- ☐ Brief relief on current activities and unusual events.
- ☐ Maintain Unit Log (ICS 214).

Finance Staff

Procurement Unit Leader

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts. The Procurement Unit is responsible for developing a procurement plan to ensure that goods and services are procured to meet the needs of the incident. The Procurement Unit works very closely with the Supply Unit, which will implement the procurement plan and perform all incident ordering. Due to the requirement for legal input, this Unit should be staffed by personnel from both Legal and the Finance and Information Services Departments. **All functions not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Reports to: Finance Section Chief

Reports to You: Additional personnel as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Finance Section Chief. Determine:

- r. Delegation of authority to commit City funds.
- s. Status of bid process
- t. Current vendor list
- u. Current Pre and Disqualified Contractor lists
- v. Current Emergency Resource List
- w. Time-lines established for reporting cost information
- ☐ Contact Supply Unit on incident needs and any special procedures or requirements.
- ☐ Prepare and sign offers for rental as necessary.
- ☐ Develop incident procurement plan. This plan should address/include:
 - x. Spending caps
 - y. Necessary Forms
 - z. Identify who has purchasing authority
 - aa. Process for obtaining approval to exceed caps.
 - bb. Coordination process with Supply Unit.
 - cc. Supply of emergency purchase orders.
- ☐ Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- ☐ Prepare and sign contracts, land-use agreements, and cost-share agreements as necessary.
- ☐ Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).
- ☐ Establish contact with supply vendors as needed.
- ☐ Determine whether additional vendor-service agreements will be necessary.
- ☐ Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- ☐ Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- ☐ Verify all invoices.
- ☐ Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- ☐ Complete final processing and send documents for payment.
- ☐ Maintain final incident receiving documents:
 - dd. Obtain copies of all vendor invoices.
 - ee. Verify that all equipment time records are complete.
 - ff. Maintain comprehensive audit trail for all procurement documents.

- gg. Check completeness of all data entries on vendor invoices
- hh. Compare invoices against procurement documents.
- ii. Assure that only authorized personnel initiate orders.
- ☐ Coordinate use of petty cash funds as necessary.
- ☐ Brief relief on current activities and unusual events.
- ☐ Document action taken on unit log (ICS214).

Finance Staff

Compensation/Claims Unit Leader

The Compensation/Claims Unit Leader is responsible for administering financial matters arising from injuries, property damage, or deaths occurring on an incident. As a part of this responsibility, the Compensation/Claims Unit Leader is responsible for gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the City. The Compensation/Claims Unit Leader reports to the Finance Section Chief. The Unit may be staffed with a Compensation for Injury Specialist and a Claims Specialist. **All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Finance Section Chief

Reports to You: Compensation for Injury Specialist, Claims Specialist, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Finance Section Chief.
- ☐ Determine accidents/injuries to date.
- ☐ Establish contact with incident Safety Officer and Liaison Officer or Department/agency representatives.
- ☐ Determine the need for Compensation for Injury and Claims specialists, request additional personnel as necessary.
- ☐ Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- ☐ Ensure that volunteer personnel have been appropriately registered.
- ☐ Ensure written authority for persons requiring medical treatment.
- ☐ Ensure correct billing forms for transmittal to doctor and/or hospital.
- ☐ Keep informed and report on status of hospitalized personnel.
- ☐ Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
- ☐ Coordinate with Safety Officer to provide liaison with OR-OSHA.
- ☐ Provide analysis of injuries (coordinate with Safety Officer).

- ☐ Maintain log of all injuries occurring on incident.
- ☐ Maintain copies of hazardous materials debriefings; ensure they are included as part of the final incident package.
- ☐ Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).
- ☐ Brief relief on current activities and unusual events.
- ☐ Document all action taken on unit log (ICS214).

Finance Staff

Compensation for Injury Specialist

The Compensation for Injury Specialist is responsible for administering financial matters arising from serious injury or death occurring on the incident.

Report to: Compensation/Claims Unit Leader

Reports to You: Additional Staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from the Compensation/Claims Unit Leader or Finance Section Chief.
- ☐ Determine injuries to date
- ☐ Determine investigation process
- ☐ Establish procedures with Operations on prompt notification of injuries or deaths.
- ☐ Establish contact with incident Safety Officer and agency representatives.
- ☐ Keep informed and report on status of hospitalized personnel.
- ☐ Obtain all witness statements from Safety Officer and other personnel; review for completeness.
- ☐ Maintain a log and provide analysis of injuries occurring during the incident.
- ☐ Arrange for notification of next of kin for seriously injured or deceased employees (this will be done through Command).
- ☐ Coordinate all administrative paperwork on serious injuries or death.
- ☐ Provide liaison with OR-OSHA
- ☐ Brief relief on current activities and unusual events.
- ☐ Document action taken on Unit Log (ICS214).

Finance Staff

Claims Specialist

The Claims Specialist is responsible for handling all incident claims-related activities

except those involving injury.

Report to: Compensation/Claims Unit Leader

Reports to You: Additional Staff as assigned

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Compensation/Claims Unit Leader.
- ☐ Determine accidents reported to date
- ☐ Determine investigation procedure
- ☐ Develop and maintain a log of potential claims.
- ☐ Initiate investigation of all claims other than personal injury.
- ☐ Document accident scenes thoroughly
- ☐ Obtain witness statements pertaining to claims other than personal injury; review for completeness.
- ☐ Photograph accident scenes, including obstructed views, damage, weather conditions, etc.
- ☐ Coordinate claims prevention plan with applicable incident functions, particularly Operations and Safety
- ☐ Ensure that site and property involved in investigation are protected until proper documentation and recording can take place.
- ☐ Coordinate with investigation team as necessary.
- ☐ Document any incomplete investigations.
- ☐ Document follow-up needs by City.
- ☐ Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- ☐ Brief relief on current activities and unusual events.
- ☐ Document activity on unit log (ICS214).

Finance Staff

Cost Unit Leader

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost savings recommendations for the incident.

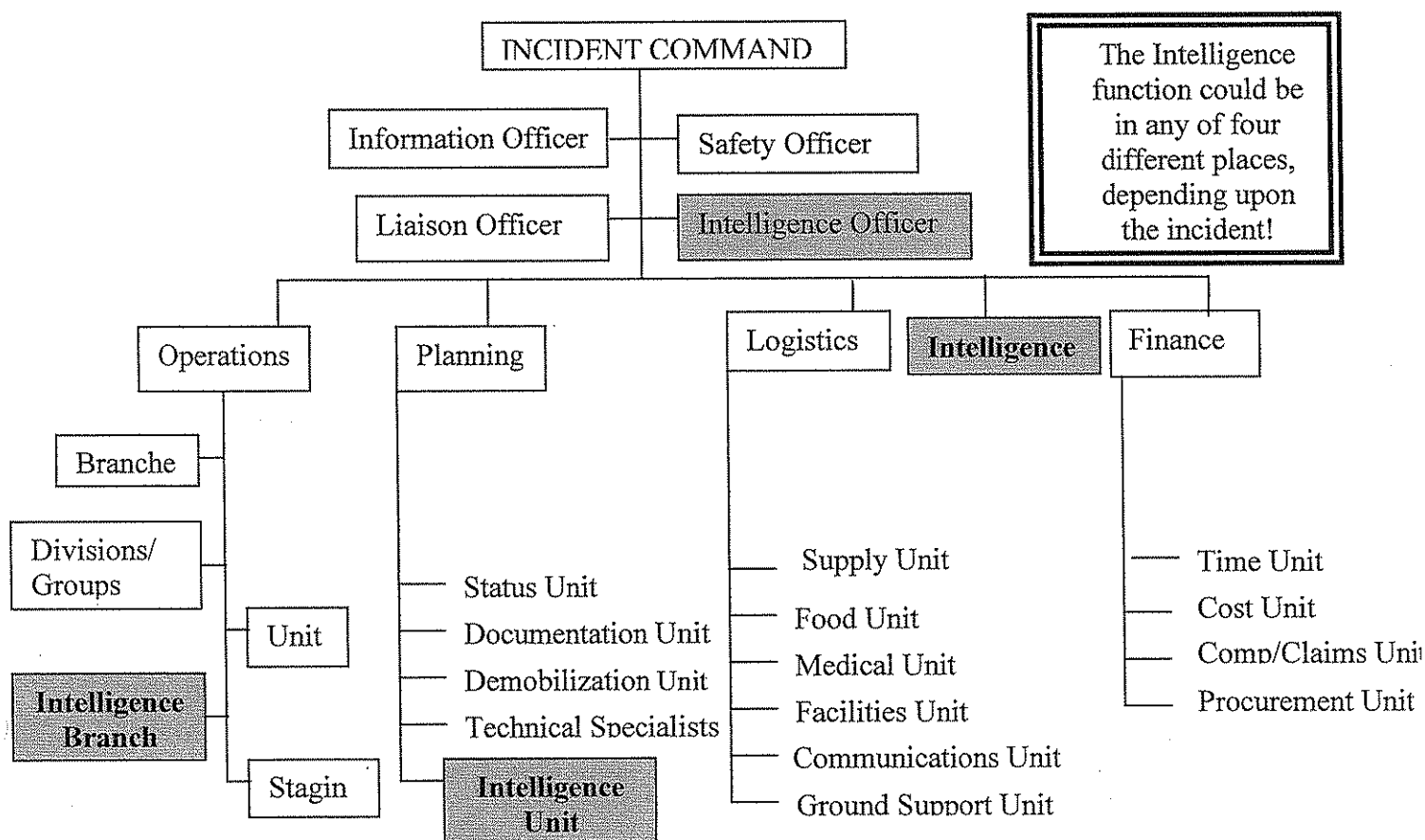
Report to: Finance Section Chief

Reports to You: Additional Staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Finance Section Chief.
 - jj. Determine reporting time-lines
 - kk. Determine standard and special reports required.
 - ll. Determine desired report format
- ☐ Obtain and record all cost data.
 - mm. City Equipment costs.
 - nn. Contract or mutual aid equipment costs.
 - oo. Contract or mutual aid personnel costs.
 - pp. Damage to City facilities, infrastructure, equipment or vehicles.
 - qq. Supplies
 - rr. Food
 - ss. Facility rental
- ☐ Identify in reports all equipment/personnel requiring payment.
- ☐ Prepare incident cost summaries by operational period, or as directed by the Finance Section Chief.
- ☐ Prepare resources use cost estimates for Planning. Make sure estimates are updated with actual costs as they become available.
- ☐ Make recommendations on cost savings to Finance Section Chief.
- ☐ Maintain cumulative incident cost records. These records should reflect:
 - tt. City Equipment costs.
 - uu. Personnel cost (straight and overtime) by Department.
 - vv. Contract or mutual aid equipment costs.
 - ww. Contract or mutual aid personnel costs.
 - xx. Damage to City facilities, infrastructure, equipment or vehicles.
 - yy. Supplies
 - zz. Food
 - aaa. Facility rental
- ☐ See end of this chapter, for cost code and format information.
- ☐ Ensure that all cost documents are accurately prepared.
- ☐ Brief relief on current activities and unusual events.
- ☐ Document activity on unit log (ICS214)

Intelligence Position Checklists



Functional Description:

- ☐ Manage internal information, intelligence, and operational security requirements supporting incident management activities
- ☐ Share incident-related information and intelligence, in accordance with Bend Police Department guidelines
- ☐ Cooperate with outside law enforcement agencies to conduct information and operational security activities, as needed

ISC Reports to: The intelligence function may be organized in one of the following ways:

- ☐ Within the Command Staff. This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

- ☐ As a Unit within the Planning Section. This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the unified command.
- ☐ As a Branch within the Operations Section. This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the unified command.
- ☐ As a Separate General Staff Section. This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Reports to ISC: It depends! (See paragraph above on organization)

The following checklists should be considered as minimum requirements for this position. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Incident Command, Planning Section Chief, or Operations Section Chief (according to placement within ICS organization)
- ☐ Determine what intelligence is required and who should collect it
- ☐ Gather and analyze incident-related information and intelligence
- ☐ Conduct information security and operational security activities, as needed
- ☐ Verify accuracy of information collected from all sources
- ☐ Ensure sensitive and classified information is safeguarded, but also available to those who need access (according to Bend Police Department guidelines)
- ☐ Prepare an intelligence summary for the Planning Meeting
- ☐ Ensure that intelligence needs and resources are included in Planning Process.
- ☐ Meet with the Information Officer to determine the best method for providing up-to-date information.
- ☐ Coordinate information- and operational-security matters with the Information Officer's public awareness activities, particularly where such public awareness activities may affect information or operations security
- ☐ Provide Intelligence Briefings, as requested
- ☐ Assist with preparation of the Incident Intelligence Summary (ICS Form 209)
- ☐ Document all significant actions and information on Unit Log (ICS Form 214)

Area Command Position Checklists

Area Command is an organization, established to:

- ☐ Oversee the management of multiple incidents, each with its own ICS organization.
- ☐ Oversee the management of a large incident that has multiple Incident Management Teams assigned to it.
- ☐ Provide overall management of emergencies within area command.

Reporting Relationships:

- ☐ Incident ICs will report to the Area Commander
- ☐ Area Commander reports to Department Command
- ☐ Area Command reports to Executive/Agency Administrator

If one or more of the incidents are multi-jurisdictional, unified command should be established.

Need for Area Command:

- ☐ Provide inter-incident coordination
- ☐ Set priorities between multiple incidents
- ☐ Allocate critical resources
- ☐ Keep Department Managers and elected officials informed
- ☐ Reduce workload of Department Command (span of control)

Responsibilities of Area Command:

- ☐ Set incident priorities
- ☐ Allocate critical resources
- ☐ Ensure proper management of incidents
- ☐ Ensure incident(s) objectives are met and do not conflict
- ☐ Provide overall direction of Incident Management Teams assigned to the same incident (or incidents in close proximity)
- ☐ Coordinate with Local, State, Federal, and Volunteer Organizations.

Area Command Positions:

- ☐ Area Commander
- ☐ Logistics Section Chief and necessary staff
- ☐ Planning Section Chief and necessary staff
- ☐ Intelligence Section Chief and necessary staff
- ☐ Information Officer
- ☐ Liaison Officer
- ☐ Technical Specialists

Area Commander Checklist:

- ☐ Obtain Briefing (expectations) from Executive or Agency Administrator
- ☐ Set Overall Incident Objectives
- ☐ Convey Expectations/Concerns to Command Staff and Incident Commanders
- ☐ Establish Schedule/Timeline
- ☐ Resolve Conflicts
- ☐ Create a Manageable Organization
- ☐ Set Resource use priorities
- ☐ Request to activate EOC if not done
- ☐ Coordinate with Dept. Command/EOC/Multi Agency Coordination (MAC)
- ☐ Establish Demobilization Priorities
- ☐ Maintain Documentation
- ☐ Responsible for any function not assigned
- ☐ Implement and direct recall of off-duty emergency personnel if needed
- ☐ Approve IAP
- ☐ Review the City's applicable hazard specific annex(s)
- ☐ Review and approve situation and damage assessment reports

Operations Section Chief Checklist

(if staffed; otherwise, completed by Area Commander)

- ☐ Ensure incident objectives obtainable,
- ☐ Ensure priorities are valid and critical resources used effectively
- ☐ Evaluate and modify plans, as needed,
- ☐ Establish contingency plans
- ☐ Ensure work assignments are manageable,
- ☐ Ensure work/rest ratios established
- ☐ Ensure qualified supervisors in place
- ☐ Establish safety and effective accountability of resources
- ☐ Establish rapid intervention, when needed
- ☐ Manage span-of-control and ensure all risk safety.
- ☐ Designate required personal protective equipment
- ☐ Participate in Planning meeting
- ☐ Ensure Operations Briefing given to all personnel assigned on all incidents
- ☐ Establish Section staff as needed
- ☐ Maintain documentation

Logistics Section Chief Checklist:

- ☐ Establish Section staff as needed (Service and Support)
- ☐ Convey Expectations/Concerns to all personnel
- ☐ Maintain Documentation

- ☐ Ensure a Single Point Ordering is in place
- ☐ Order resources as requested by Area Commander
- ☐ Research availability of resources from mutual aid agencies and existing contracts or procurement needs
- ☐ Coordinate with EOC/IC's on evacuation concerns
- ☐ Ensure general welfare of all personnel on the incidents (food, potable water, equipment, repairs, sanitary needs, fuel, mechanics, etc.)
- ☐ Determine needs for Base, Camp, and Command Post and ensure security for these established areas
- ☐ Coordinate with EOC on Shelters and/or assembly points
- ☐ Assess Communications Plan
- ☐ Assess Medical Plan
- ☐ Implement Demobilization Plan
- ☐ Participate in planning meeting
- ☐ Be able to support the IAP

Planning Section Chief Checklist:

- ☐ Establish Section staff as needed (Check-In, Documentation, Demobilization, Resource, Situation, Technical Specialists, etc.)
- ☐ Convey Expectations/Concerns to all personnel
- ☐ Maintain Documentation
- ☐ Establish Meeting Schedules and Planning Cycle timeline through Area Commander
- ☐ Obtain and/or work with AC on Incident Objectives and priorities
- ☐ Prioritize Resource assignments and usage
- ☐ Establish a check-in for all personnel and apparatus
- ☐ Maintain T-Card Resource Status, as well as a master roster of all personnel and apparatus assigned
- ☐ Maintain Situation Status and provide timely situation reports
- ☐ Implement damage assessment teams and reports when needed
- ☐ Determine need for Technical Specialists
- ☐ Conduct Joint Planning Meetings
- ☐ Create IAPs
- ☐ Create any contingency plans, as needed
- ☐ Establish Demobilization Plan and coordinate demobilization process

Intelligence Section Chief Checklist:

- ☐ Establish Section staff as needed
- ☐ Convey Expectations/Concerns to all personnel
- ☐ Maintain Documentation
- ☐ Gather coordinated and unified Intelligence

- ☐ Ensure ATAC contacted (Anti-Terrorism Advisory Council)
- ☐ Validate all Intelligence prior to dissemination if possible
- ☐ Disseminate intelligence based on confidentiality and classification
- ☐ Participate in planning meeting

Information Officer Checklist:

- ☐ Maintain Documentation
- ☐ Obtain necessary supplies and staff
- ☐ Provide timely and accurate information
- ☐ Validate information
- ☐ Ensure Area Commander approves release of information
- ☐ Ensure information is jointly released
- ☐ Post information and maps and provide handouts as necessary
- ☐ Respond to requests from media and the public
- ☐ Maintain copies of all releases and information handed or given out
- ☐ Participate in planning meeting

Liaison Officer Checklist:

- ☐ Maintain Documentation
- ☐ Maintain list of all assisting and coordinating agencies involved, along with person in charge (names, resources, telephone numbers, call signs, etc.)
- ☐ Determine resource capabilities, communication capabilities, concerns, restrictions of use from all agency representatives
- ☐ Participate in planning meeting

Technical Specialists Checklist:

- ☐ Maintain Documentation
- ☐ Participate in planning meeting
- ☐ Provide accurate and timely information based upon your specific discipline: Weather/Meteorologist, Fire Behavior, Structural Assessment, Hazardous Materials, Flood, Anthropologist, WMD, USAR, etc.
- ☐ Provide information to Operations Section to ensure their success

EOC Coordinator Checklist

Responsibilities:

1. Facilitate the overall functioning of the EOC.
2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with operational area emergency plans and procedures.
3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- ☐ Follow generic Activation Phase Checklist.
- ☐ Assist the EOC Director in determining appropriate staffing for the EOC.
- ☐ Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- ☐ Assist the EOC Director and the General Staff in developing an overall strategic objectives as well as section objectives for the Action Plan.
- ☐ Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- ☐ Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- ☐ Provide overall procedural guidance to General Staff as required.
- ☐ Provide general advice and guidance to the EOC Director as required.
- ☐ Ensure that all notifications are made to the Operational Area EOC.
- ☐ Ensure that all communications with appropriate emergency response agencies is established and maintained.
- ☐ Assist EOC Director in preparing for and conducting briefings with Management Staff, the City Council, the media, and the general public.
- ☐ Assist the EOC Director and Liaison Officer, in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.

- ☐ Assist the Liaison Officer with coordination of all EOC visits.
- ☐ Provide assistance with shift change activity as required.

Section 7 GLOSSARY

Alert

Message designed to inform people of impending danger. May also be coupled with a warning message or protective action instructions.

American Red Cross (Central Oregon Chapter):

The National organization with a congressional mandate to undertake the relief of persons suffering from disaster, including setting up shelters and feeding people displaced from their homes as a result of the disaster. The Central Oregon Chapter is located in Bend and serves the entire Central Oregon area, plus a few other counties.

ARES

Amateur Radio Emergency Services

CERT

Community Emergency Response Team

Common Program Control Broadcast Station

An element of the Emergency Alert System. The primary broadcast station in each operational area assigned the responsibility for coordinating the broadcasting of common emergency public information in that area.

Community Emergency Response Team (CERT)

Citizens trained through the Fire Department to organize their neighborhood to get through the first 72 hours of a disaster, when the "professional" first responders are unable to get there due to an overwhelming number of calls for service, road damage or debris, bridge outage, etc.

Community Notification System (CNS)

Warning system housed at Deschutes County 911, comprised of : GeoCast, which uses ESRI GIS products to support a geographic notification system. First responders would select a geographic area that must be provided with protective action instructions, record a message to be delivered to every telephone in that area, and the system dials them all and delivers the message. It also has limited data collection capability in response to "yes/no" questions, and it sends a summary report upon completion.

County

Deschutes County

Damage Assessment

The appraisal or determination of the actual effects resulting from an emergency or disaster. This estimate of the damages to a geographic area is made after a disaster has occurred.

Disaster

"Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe in any part of the United States which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant Major Disaster assistance under PL 93-288, above and beyond emergency services by the federal government, to supplement the efforts and available resources of states local governments, and disaster relief organizations in alleviating the damage, loss, hardship or suffering caused thereby." (PL 93-288).

Disaster Application Center (DAC)

An office established in the disaster area where individual disaster victims may receive information concerning available assistance, and apply for programs for which they are eligible. The DAC will house representatives of the Federal, State and Local agencies which deal directly with the needs of individual victims.

DOCs

Department Operations Center

DRAG

Disaster Recovery Assistance Guide

Emergency

"Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe which requires emergency assistance to save lives and protect public health and safety, or to avert or lessen the threat of a major disaster." (PL 93-288)

Emergency Alert System (EAS)

Consists of broadcasting radio stations and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies. All broadcast radio and television stations and cable networks must install the EAS equipment, but broadcasting the EAS messages is at the discretion of the station.

Emergency Operations Center (EOC)

The site from which jurisdiction officials direct response during an emergency or disaster. In Bend, the primary EOC is at the DESCHUTES County Sheriff MAC center, an alternate center may be the main Fire Administration, Police Administration or Public works as determined by the need.

Emergency Management

Refers to programs and capabilities designed to mitigate against, prepare for, respond to, and recover from the effects of all hazards. Emergency

Management policy and procedures are outlined in City of Bend Municipal Code Chapter 1.520 & ordinance #1725 and the city's Emergency Operations Plan.

Emergency Management Organization (EMO)

A team of individuals consisting of designated representatives of the City Manager, the Police Chief, the Fire Chief and the Public Works, and the City Attorney. The EMO is responsible for emergency preparedness planning and training.

Emergency Program Manager

The individual who has the primary day-to-day responsibility for emergency management programs and activities, and coordinates a jurisdiction's mitigation, preparedness, response, and recovery activities.

Emergency Operations Center (EOC)

The site from which jurisdiction officials coordinate the city's response and allocate city resources during an emergency or disaster.

Emergency Operations Plan (EOP)

A guideline for coordinated response for mitigation, preparedness, response, recovery and planning for all-hazards.

FAS

Federal Aid System

Federal Coordinating Officer

The person appointed by the President, usually a Federal Emergency Management Agency employee, to coordinate federal assistance to state and local governments in a presidentially-declared emergency or disaster.

Federal Disaster Relief Act

Public Law 93-288 as amended, also known as the Robert T. Stafford Act, gives the President broad powers to assist state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from major disasters.

Federal Emergency Management Agency (FEMA)

Agency established to oversee federal assistance to state and local government in the event of major disasters. Also administers the State and Local Assistance program, which provides emergency management funds to local governments through the state.

Federal On-Scene Coordinator (FOSC)

Federal employee responsible for coordinating the on-scene federal response to a hazardous materials incident. The FOSC will usually be a member of the US Coast Guard or the Environmental Protection Agency.

Hazard

Any situation or condition that has the potential of causing injury to people or damage to property or the environment.

Hazardous Material

A substance or material in a quantity or form, which, in an uncontained state, may pose an unreasonable risk to health and safety, or to property. These substances may exhibit one or more of the following characteristics: Toxicity, flammability, corrosiveness, explosiveness, or a tendency to rapidly decompose when exposed to oxygen or elevated temperatures.

1. Toxicity: The capability of a substance to produce serious illness or death
2. Flammability: Ability to support combustion
3. Corrosiveness: Chemical action by which minerals and materials are converted into unwanted properties
4. Explosiveness: The characteristic of a chemical compound, mixture, or device involving the instantaneous release of gas or heat, by deflagration or detonation
5. Radioactivity: A characteristic of some elements which involves the spontaneous release of alpha, beta, or gamma radiation, and results in the disintegration of the material
6. Oxidation: A process by which a change occurs when a substance is exposed to oxygen

Hazardous Materials Incident

A situation involving a spill or uncontrolled escape of a hazardous material from a fixed facility or mobile container.

Level I Incident:

Incidents that are handled on a local level with little or no outside involvement.

Level II Incident:

Incidents that involve multi-agency response.

Level III Incident:

Large scale hazardous materials incidents which require multi-jurisdictions response or State assistance.

ICS

Incident Command System

IDA

Initial Damage Assessment

Incident

Any event that results in action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Command System (ICS)

Resource management system which provides effective incident management through the identification of specific roles and responsibilities and chain of command. Utilizes functional groupings of tasks, management by objectives, and a defined command structure.

Incident Commander

The individual responsible for the management of all incident operations.

Integrated Emergency Management System (IEMS)

A broad, all hazard emergency management system which encompasses all the various types of emergencies, and addresses mitigation, preparedness, response, and recovery activities. It encourages the development of the common management functions required of response to emergencies for all types, while recognizing the unique preparedness requirements of specific hazards. IEMS enables each level of government to integrate with other levels and with private sector resource providers. Optimum use and integration of existing skilled personnel, emergency facilities, and emergency equipment across all levels of government are encouraged.

ISC

Intelligence Section Chief

JIC

Joint Information Center

Label

A 4 x 4 inch, diamond-shaped color codes sign glued to the individual shipping containers that identifies a specific hazard associated with the contents.

Lead Agency

The governmental organization (can be a city department), that, under NIIMS-ICS, has primary control over response and/or recovery activities in an emergency. Generally the Incident Commander, Operations Section Chief, and the Safety Officer are from the lead agency. Within the context of this Plan, the lead agency is the city department which has major responsibility for a particular hazard, e.g., Public Works for severe weather, Fire for hazardous materials incidents, and Police for terrorism.

Local Government

Any County, City, Special District, or other political subdivision of the State, including any public entity for which an application for assistance is made by the State or political subdivision thereof.

Major Emergency

An incident that requires the coordinated response of many departments or more than one level of government to save lives and protect the property of a large portion of the jurisdiction's population. Level III.

Maximum threat

The intensity of danger or threat of the vulnerable portion for the population.

Multi-Agency Coordination Center (MAC)

Coordination of three or more jurisdictions during an emergency event for allocation of resources and cooperative response.

National Incident Management System (NIMS)

A consistent framework for emergency preparedness, mitigation, response, recovery and planning that provides interoperability between all levels of government and emergency response organizations. The structure of NIMS is defined by the Incident Command System. NIMS is managed by the Federal Emergency Management Agency (FEMA).

National Warning System (NAWAS)

The Federal portion of the Civil Defense Warning System, used for the dissemination of warning and other emergency information from Federal and State warning points to the County warning point. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis. Deschutes County has .

On-Scene Coordinator (OSC)

The individual on-scene responsible for coordinating the resources at each respective level of government. OSC's may include:

- Local On-Scene Coordinator (LOSC)
- State On-Scene Coordinator (SOSC)
- Federal On-Scene Coordinator (FOSC)

Placard

A 10-3/4 x 10-3/4 inch, diamond-shaped, color coded sign affixed to the front, rear, and both sides of a transport vehicle that identifies a specific hazard regarding the material being transported.

704 placard: A diamond-shaped, color coded sign affixed to a fixed site designating the multiple hazards associated with chemical storage at that site.

Perimeter

The geographic edge of an incident where, for security and/or safety reasons, access is controlled.

- **Inner Perimeter** – Access restricted to those directly involved in the containment or control of the incident. This may include the "hot zone" of a hazardous materials incident, the suppression area of a structural fire,

or the containment area for a SERT operation. Security of the inner perimeter is the responsibility of the lead agency.

- **Outer Perimeter** – Access restricted to assisting agencies and other authorized personnel. Security of the outside perimeter is the responsibility of the Police Department.

Public Information Officer (PIO)

A designated person who provides information to the public and media. May also be referred to as an Information Officer, usually with the added responsibility of internal information flow within the Incident Command System organization.

Radiological Monitor

A person who has been trained to detect, record and report radiation exposures. The monitor may provide limited field guidance on the radiation hazard associated with an emergency response operation.

Radiological Officer

A person who has been trained to assume the responsibility for policy recommendations for the radiological protection of a geographic area, facility, or a relatively large group of organized personnel.

Responsible Party (RP)

The person or firm who, by law, is financially liable for cleanup of any spill or release of a hazardous material.

Shipping Papers

Documentation carried by the driver of a truck or other mode of transportation which states what the hazardous material is, the amount, and how it is packaged (e.g., boxes, drums, tanks).

State of Emergency

The duly proclaimed existence of conditions of a disaster or of extreme peril to the safety or health of persons and/or property within local jurisdictional boundaries. Procedures for declaring a state of emergency are contained in the City of Bend Municipal Code Chapter 1.520 & Ordinance #1725 and the city's Emergency Operations Plan.

Unified Command

The method by which local, state and federal agencies will work with the Incident Commander to:

1. Determine their roles and responsibilities for a given incident.
2. Determine their overall objectives for management of an incident.
3. Select a strategy to achieve agreed upon objectives.
4. Deploy resources to achieve agreed upon objectives.

Utility

Structures or systems of any power and water storage, supply and distribution; sanitary sewage and storm water collection and treatment; natural gas; telephone; transportation; or other similar public service.

VC

Volunteer Center

Vector Control

Control of disease spread by insects, rodents, etc.

Volunteer Organization

Any chartered or otherwise duly recognized tax-exempt local, state, or national organization which has provided or may provide services to the state, local governments, or individuals in a disaster or emergency.

Vulnerabilit

Susceptibility of life, property, or the environment to damage if a hazard results in an emergency.

Warning

Notifies people of the imminent impact of a specific hazard, and protective actions which should be taken.

Section 8 Acronyms

ACS	Alternate Care Site
ALF	Assisted Living Facility
ALOHA	Aerial Location of Hazardous Atmospheres
APHIS	Animal Plant Health Inspection Service
ARC	American Red Cross
ATSDR	Agency for Toxic Substances and Disease Registry (HHS)
BWO	Boil Water Order
CAD	Computer Aided Dispatch
CAER	Community Awareness & Emergency Response
CAMEO	Computer-Aided Management of Emergency Operations
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CDC	Centers for Disease Control and Prevention
CISD	Critical Incident Stress Debriefing
DEQ	Oregon Department of Environmental Quality
CERT	Central Oregon Emergency Response Team
DEQ	Department of Environmental Quality (State of Oregon)
DEST	FBI-Coordinated Interagency Domestic Emergency Support Team
DFO	Disaster Field Office
DHS	Oregon Department of Human Services, OR Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Team
DOA	Oregon Department of Aviation
DWI	Disaster Welfare Information
DOC	Department Operations Center (county or city)
DoD	Department of Defense
DOE	U.S. Department of Energy
DOGAMI	Oregon Department of Geology and Mining Industries
DUA	Disaster Unemployment Assistance
EAS	Emergency Alert System
ECC	Oregon Emergency Management Emergency Coordination Center
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPN	Emergency Preparedness Network

ESF	Emergency Support Function (Federal Response Plan)
ERT	Emergency Response Team (FEMA)
FEMA	Federal Emergency Management Agency
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FRERP	Federal Radiological Emergency Response Plan
FRP	Federal Response Plan
FTS	Field Treatment Site
GIS	Geographic Information System
HAN	Health Alert Network
HAZMAT	Hazardous Materials
HEICS	Hospital Emergency Incident Command System
HMRU	Hazardous Materials Response Unit (FBI)
IA	Individual Assistance (FEMA)
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
JOC	Joint Operations Center (Co-locating FBI, other Federal, State and Local agencies)
KI	Potassium iodide
LFA	Lead Federal Agency
LHO	Local Health Officer
MACC	Multi Agency Coordination Center
MM	Modified Mercalli Intensity Scale
MPI	Multiple Patient Incident
MOU	Memorandum of Understanding
MSEL	Master Scenario Events List
NAWAS	National Warning System
NCP	National Oil and Hazardous Substances Pollution Contingency Plan
NDMS	National Disaster Medical System
NIOSH	National Institute for Occupational Safety and Health
NRT	National Response Team
NUDET	Nuclear Detonation
NVOAD	National Voluntary Organizations Active in Disaster
NWS	National Weather Service
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife
ODA	Oregon Department of Agriculture
ODMT-2	Oregon Disaster Medical Team

ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
ORS	Oregon Revised Statutes
OSC	On-Scene Coordinator (USEPA or USCG)
OSFM	Office of State Fire Marshal (Oregon State Police)
OSHA	U.S. Occupational Safety and Health Administration
OSP	Oregon State Patrol
PAD	Protective Action Decision
PEP	Post-exposure prophylaxis
PHN	Public Health Nursing
PIO	Public Information Officer
POC	Point of Contact
PPE	Personal Protective Equipment
PSAP	Public Safety Answering Point
RACES	Radio Amateur Civil Emergency Service
RAP	Radiological Assistance Program
SAR	Search and Rescue
SBA	Small Business Administration
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SITREP	Situation Report
START	Simple Triage and Rapid Treatment
TARU	Technical Advisory Response Unit (with SNS)
USACoE	United States Army Corps of Engineers
USEPA	Environmental Protection Agency
USDA	United States Department of Agriculture
USFS	United States Forest Service
USCG	United States Coast Guard
USGS	United States Geological Survey
UWA	Unsafe Water Alert
VMAT	Veterinary Medical Assistance Team
VMI	Vendor Managed Inventory
VOAD	Volunteer Organizations Active in Disasters
WMD	Weapons of Mass Destruction